

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

B.Tech. (FBM Courses)

Course code	Name of new course introduced in last five years	Year of Introduction
FBM 222	Communication and Negotiation Skills	2015
FBM E02	Production and Operations Management	2015
FBM E04	Advanced Data Analysis	2015
FBM E06	Social Entrepreneurship	2015
FBM E07	New Enterprise Financing	2015
FBM 223	Intellectual Property Rights	2018

M.Tech. (FPOM)

FBM 513	New Enterprise Financing	2015
FBM 514	Quantitative Techniques for Management and Research	2015
FBM 515	Communication and Negotiation Skills	2015
FBM 518	Food Supply Chain Management	2015
FBM 524	Advanced Data Analysis	2015
FBM E101	Operations Research	2015
FBM E102	Project Planning, Finance and Management	2015
FBM E103	Advanced Course on Entrepreneurship Development	2015
FBM E104	Econometrics	2015
FBM 511	Business Strategy	2018
FBM 514	Research and Business Analytics	2018
FBM 521	Inventory Management	2018
FBM 522	Food Plant Operations Management	2018
FBM 523	Project Finance	2018

MBA

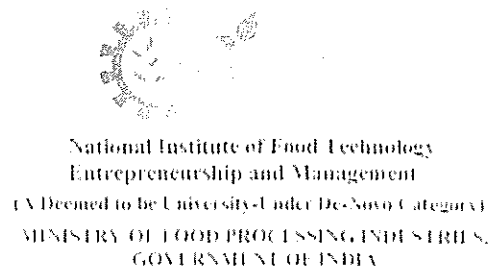
MBA-101	Management Process and Practices	2016
MBA-102	Quantitative Techniques	2016
MBA-103	Managerial Economics	2016
MBA-104	Financial Accounting	2016
MBA-105	Business Communication & Personality Development	2016
MBA-106	Management of Information System & Application of Software	2016
MBA-107	Organizational Behaviour	2016
MBA-201	Marketing Management	2016
MBA-202	Financial Management	2016
MBA-203	International Business Management	2016
MBA-204	Production, Operations and Inventory Management	2016
MBA-205	Business Research Methods	2016
MBA-206	Operations Research	2016
MBA-207	Food and Agribusiness Environment & Policy	2016
MBA-301	Innovation and Entrepreneurship Development	2016
MBA-302	Human Resource Management	2016
MBA-303	Business Ethics & Human Values	2016
MBA 304	Summer Internship Project Presentation and Viva voce	2016
MBA-401	Corporate Strategy	2016
MBA-402	Corporate Governance	2016
MBA-403	Research Project	2016

FABM E-1	Food Supply Chain Management	2016
FABM E-2	Food Technology and Processing Management	2016
FABM E-3	Management of Agricultural Input Marketing	2016
FABM E-4	Seed Production Technology and Management	2016
FABM E-5	Management of Agro-Chemical Industry	2016
FABM E-6	International Trade in Agri-Food Products	2016
FABM E-7	Entrepreneurship Development in Food Processing	2016
FABM E-8	Rural Marketing	2016
FABM E-9	Agricultural Finance	2016
MKT E-1	Sales Management	2016
MKT E-2	Digital Marketing	2016
MKT E-3	Advertising Management	2016
MKT E-4	Brand Management	2016
MKT E-5	Retailing Management	2016
MKT E-6	Integrated Marketing Communications (IMC)	2016
MKT E-7	Marketing Channels	2016
MKT E-8	Services Marketing	2016
MKT E-9	Consumer Behaviour	2016
FINE-1	Security Analysis and Investment Management	2016
FINE-2	Management of Financial Services	2016
FINE-3	Bank Management & Insurance	2016
FINE-4	Carbon Finance	2016
FINE-5	International Financial Management	2016
FINE-6	Corporate Taxation	2016
FINE-7	Financial Derivatives	2016
FINE-8	Risk Management and Insurance	2016
IB E-1	International Business Environment	2016
IB E-2	International Trade and Policy Framework	2016
IB E-3	International Financial System	2016
IB E-4	International Trade Practices, Procedures & Documentation	2016
IB E-5	International Supply Chain Management and Logistics	2016
IB E-6	International Advertising and Brand Management	2016
IB E-7	International Marketing Research and Consumer Behaviour	2016

Ph.D. (FBMED)

FBM 751	IPRs and Research	2015
FBM 701	Applied Microeconomic Theory	2015
FBM 702	Value Chain Management in Food Business	2015
FBM 703	Food Marketing Management	2015
FBM 704	Agricultural finance, Financial Inclusion, Credit and Risk Management	2015
FBM 705	Entrepreneurship and Leadership in Development and Negotiation Skills	2015
FBM 711	Emerging issues in Entrepreneurship Research	2018
FBM 712	Emerging issues in Finance and Accounting Research	2018
FBM 713	Emerging issues in Marketing Management Research	2018
FBM 714	Emerging issues in Operations Management Research	2018
FBM 715	Emerging issues in Human Resource Management Research	2018
FBM 716	Emerging issues in Food and Agribusiness Research	2018
	MOOC Course (Any course as per requirement of research. <i>Optional</i>)	2018





Minutes of 8th Academic Council Meeting

Held on

May 13, 2015

At 14:30

NIFTEM Campus, Kundli



National Institute of Food Technology
Entrepreneurship and Management
Kundli, Sonapat

Agenda Item No. 8.8

Subject: Recommendation of UG BoS for consideration and approval in AC.

Recommendations of UG BoS regarding course modification of B.Tech (Food Technology and Management) programme were approved for the following courses for 2015-16 and onward batches until approved otherwise:

- FST 213,222, 312,312, 322 and 421
- ENG 111,112,121,123,124,211,212,221,311,321,322,E-01,E-05
- FBM 222, FBM 512, FBM 122, FBM 322, FBM 211, FBM 111, FBM 312, FBM 121, FBM 311, FBM 212, FBM 221, FBME-05, FBM 421, FBM 422, FBME-03/01/02/04/06
- BAS 111/112/113/100/121/122/211/212/311/312
- FST 212 code change as BAS 213
- One new FBM elective for B Tech existing batches

Detailed syllabus for the above courses is as placed at Annexure 8.

Communication & Negotiation Skills -FBM 22	(2+1+0=3 Credits)
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	
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	
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	
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:	
<u>Suggested Readings:</u>	
1. Lesikar RV & Peitil Jr. JD – Basic Business Communication – Theory & Application (Tata Mc Grow Hill, 10th Edition)	
2. Bisen & Priya – Business Communication (New Age International Publication)	
3. Kalkar, Suryavanshi, Sengupta-Business Communication(Orient Blackswan)	
4. P.D. Chaturvedi – Business Communication (Pearson Education, 3st Edition 2006).	
5. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).	

Management Principles-FBM 112	2+1+0 = 3 Credits
Unit-I	
Characteristics and objectives of Business Organisation, forms of Business organizations – Sole Proprietorship, Partnership firms, Joint stock companies -their features, relative merits, demerits & suitability, Business combinations.	
Unit-II	
Introduction, Concept, nature, importance, Functions of management, Levels of management, Skills and roles of Managers. Evolution of management thought. Social responsibility of Business	
Unit-III	
Planning: concept, nature, importance and Process, Types of plans. Decision Making: Process, Types of Decisions and Decision making Conditions, management by Objectives, Hierarchy of objectives, rational Decision making, Bounded rationality	

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Marketing Management – II -FBM E-01
(3+0+0 = 3 Credits)

Unit-I

An overview of Marketing. Distribution Channels and Physical Distribution Decisions: Nature, functions and types of distribution channels; Distribution channel intermediaries; Channel management decisions: Retailing and wholesaling.

Unit-II

Promotion Decisions: Communication Process, Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Unit-III

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Unit-IV

Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services;

Unit-V

International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments of marketing

Suggested Readings :

1. Philip Kotler, Marketing management; Prentice Hall of India.
2. Brigham, Eugene, F., Fundamentals of financial Management; The Dryden press.
3. Sherilaker, Marketing Management; Himalaya Publishing Company
4. Mehta P.L., Managerial Economics- Analysis, problems and Cases; Sultan Chand and Sons, New Delhi
- Joseph J. Belonar, Food Marketing, Prentice Hall; Custom edition (October 1998)

Production and Operations Management: FBM E-02

(3+0+0 = 3 Credits)

Unit – I

Production and Operations Management: Introduction to Operations Management: Nature and Scope of Production and Operations Management; Classification, Transformation process model; Roles of Operations Manager; Production Systems; Facility Layout, Plant and Process Layouts

Unit-II

Design of Product, Service and Work Systems; New Product Development; Planning, Selection and Design of Products / Services; Service Operations –Types, Strategies; Work Study-Objectives and Procedures; Method Study and Motion Study; Work Measurement and Productivity; Measuring Productivity and Methods to Improve Productivity

Unit-III

Production Planning and Control: Aggregate production planning, Capacity planning; Low capacity and Excess capacity; strategies for capacity planning; Techniques of production control, Forecasting (Need, Importance, Methods), Production Scheduling and Sequencing.

Unit-IV

Materials Management- Concept, scope and objectives of materials management; Inventory Management (ABC Analysis), Purchasing-Objectives, Vendor Rating Methods.

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Unit-V

Quality Management: Introduction: Meaning, Quality attributes of goods and services, Tools and techniques for quality improvement: histogram, scatter diagram, cause and effect diagram, Pareto chart, process diagram, statistical process control chart, Quality assurance; Total quality management (TQM) model

Suggested readings.

5. William J. Stevenson (2011). Operations Management.
6. Andrew Greasley (2007). Operations Management
- Scott T. Young (2009). Essentials of Operations Management
- Paul R. Dittmer, J. Desmond Koetzle (2008), Principles of Food, Beverage, and Labor Cost Controls.

Advanced Data Analysis: FBM E-04 (3+0+0 = 3 Credits)

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, Kolmogorov-Smirnov 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:

9. Marketing Research: Naresh Malhotra
10. Multivariate Data Analysis: Hair, Black, Babin, Anderson, Tatham
11. Research Methodology: C.R. Kothari
12. Business Statistics: Naval Bapal
13. Marketing Research: S. Shajahan

Social Entrepreneurship: FBM E-06

(3+0+0 = 3 Credits)

UNIT I

Introduction: Defining Social Entrepreneurship - The Socio Economic Context of Social Entrepreneurship, Introduction to Social Entrepreneurship: The Entrepreneurial Mindset/Entrepreneurial process

UNIT II

Innovation and creativity, The Blurring Boundaries Between Nonprofits, Governments, Corporations and Business (Social Enterprise) Creating Sustained, Positive, Widespread Change /Innovation for Social Change

UNIT III

Development of social enterprise concept: Social Entrepreneurship and the challenges of scale, Learning from Real-life Social Enterprises (Cases), Managing a Social venture 1 - (operations), Managing a social venture 2 - (Hybrids, Partnerships and Alliances)

UNIT IV

Measuring social impact, Funding Strategies and revenue models (social capital markets and Social Venture Funds, Governance of Social Enterprises, Launch, Growth (franchising) and Goal attainment/exit strategies, For-profit Social Venture Models

Suggested Readings:

1. Raising the Bar : Integrity and Passion in Life and Business: The Story of Clif Bar, Inc . By Gary Erickson.
2. Bornstein, David. How to Change the World: Social Entrepreneurs and the Power of New Ideas (Oxford University Press, 2004)

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10/10/17

New Enterprise Financing: FBAT E-07

(3+0+0 = 3 Credits)

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:

6. Project Planning, Analysis, Selection, Implementation and Review - Prasanna Chandra - Tata McGraw Hill
7. Dr. Vasant Desai, --Management of small scale industries, Himalaya Publishing House
8. Robert D. Hisrich, Michael P. Peters and Dean A. Sheperd, Entrepreneurship, Tata McGraw Hill
9. P. C. Jain, Handbook of New Entrepreneurs, Oxford University Press
10. Bhalla, V.K. Indian Financial System, Delhi, Anmol Pub. Pvt. Ltd

BSI 312

Meat, Fish and Poultry Product Technology

3 0 3 5

THEORY

UNIT-1

Introduction to meat and poultry industries; Factors affecting pre-slaughter selection of animals, Pre-mortem selection of animals; Modern Abattoir Practices; slaughtering techniques of animal and slaughtering practices, Meat cuts and portions of meat; Inspection and grading of meat; Physico-chemical composition of muscle and IMF meat; Post-mortem changes in muscle; Conversion of muscle to meat.

UNIT-2

Chemical and nutritional and organoleptic quality of meat, composition of meat : The eating quality of meat - color, water holding capacity (WHC) and juiciness, texture and tenderness, odour and taste; Meat microbiology and safety; Spoilage characteristics of meat, Hurdle technology, Endogenous and exogenous infections; Preventive (prophylaxis) measures for avoiding meat spoilage.

UNIT-3

Meat production, processing and consumption trends, Meat processing - comminution, emulsification, curing, smoking, cooking, ageing and tenderization; Meat products - meat emulsion, fermented meats, sausages, ham, bacon and comminuted meat products; Meat analogs; Meat storage and preservation, by temperature control (refrigeration, freezing, thermal processing), by moisture control (dehydration, freeze drying, curing, IMF-meat), by microbial inhibition (chemical preservation, ionizing radiation); Packaging of meat products, Organic Meat, Meat-production, processing and consumption trends; Meat plant sanitation and waste disposal; By-products from meat industries and their utilization.

UNIT-4

Classification of poultry meat; Factors affecting quality of poultry; Inspection of birds, poultry slaughter and dressing; Factors affecting quality of poultry; Classification of poultry meat; Composition and nutritional value of poultry meat; Processing of poultry meat, spoilage and control, By-product utilization.

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Annexure 5

Semesterwise Curriculum structure of M.Tech. (Food Plant Operations Management) for FBM

FIRST SEMESTER						
Course No.	Title	L	T	P	Credit	Contact hours
FBM 511	Managerial Economics	3	-	-	3	3
FBM 512	Principles of Management	3	-	-	3	3
FBM 513	New Enterprise Financing	3	-	-	3	3
FBM 514	Quantitative Techniques for Management and Research	3	-	-	3	3
FBM 515	Communication and Negotiation Skills	3	-	-	3	3
FBM 516	Organisational Behaviour	3	-	-	3	3
FBM 517	Status Paper and Seminar	2	-	-	2	2
FBM 518	Food Supply Chain Management	3	-	-	3	3
FBM -	Elective- 1	3			3	3
AES	Village Adoption Programme	2	-	-	2	2
Total		28			28	28

SECOND SEMESTER						
Course No.	Title	L	T	P	Credit	Contact hours
FBM 521	Entrepreneurship Development	3	-	-	3	3
FBM 522	Production, Operations and Inventory Management	3	-	-	3	3
FBM 523	Marketing Management	3	-	-	3	3
FBM 524	Advanced Data Analysis	3	-	-	3	3
FBM-525	Status Paper and Seminar	2	-	-	2	2
FBM 526	Total Quality Management	3	-	-	3	3
AES-502	Village Adoption	2	-	-	2	2
FST 507	Food Basics	3	-	-	3	3
FBM -	Elective -2	3	-	-	3	3
Total		25			25	25

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THIRD SEMESTER						
Course No.	Title	L	T	P	Credit	Contact hours
FBM 601	Research Project	-	-	-	20	-
	Total	-	-	-	20	-

FOURTH SEMESTER						
Course No.	Title	L	T	P	Credit	Contact hours
FBM 602	Research Project	-	-	-	20	-
	Total	-	-	-	20	-

Electives						
Code	Title	L	T	P	Credit	Contact hours
FBM-E101	Operations Research	3	-	--	3	3
FBM-E102	Project Planning, Finance & Management	3	-	--	3	3
FBM-E103	Advanced Course on Entrepreneurship Development	3	-	--	3	3
FBM-E 104	Econometrics	3	-	--	3	3
FBM-E 105	Strategic Business Management	3	-	--	3	3

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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

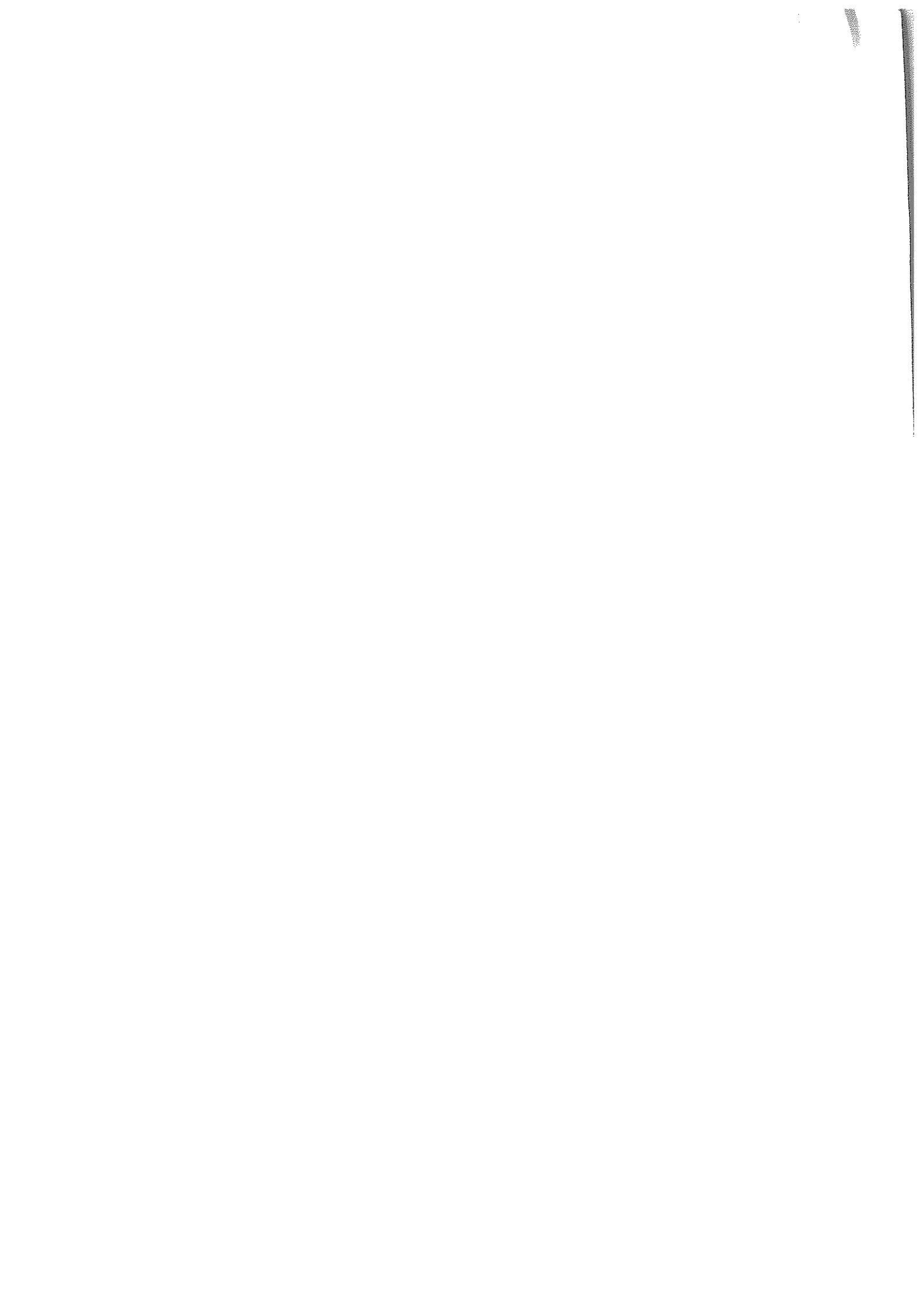
Sources of finance - Sources Equity, Debentures and Term Loans from Financial Institutions; Lease and Hire Purchase Financing. Venture Capital Financing; Angel Investors; Private Equity; Raising Capital in international Markets.

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



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

FBM-515

Communication and Negotiation Skills

3 0 0 3

UNIT I

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

UNIT II

Employment communication: Writing CVs & Application Letter, Group discussions, interview, types of interview, candidates preparation, Interviewers preparation: Impact of Technological Advancement on Business Communication: Communication networks, Intranet, Internet, teleconferencing, videoconferencing
ORAL COMMUNICATION: What is oral Communication, principles of successful oral communication, two sides of effective oral communication, effective listening, non-verbal communication, Body language, Paralanguage.

UNIT III

Written communication: Purpose of writing, pros & cons of written communication, clarity in writing, principles of effective writing, writing technique.
BUSINESS LETTERS AND REPORTS: Introduction to business letters, Types of business letter, Layout of business letter, Reports: definition & purpose, types of business reports, reports writing.

UNIT IV

Group communication- Meetings: need, importance & planning of Meetings, drafting of notice, agenda, minutes & resolutions of Meeting, writing memorandum, press release, press conference, Business etiquettes - netiquettes, telephonic & table etiquettes.
PRESENTATION SKILLS :What is a presentation: elements of presentation, designing a presentation, advanced visual support for business presentation, types of visual aid, appearance & posture, practicing delivery of presentation.

UNIT V

Negotiation: Nature, Characteristics, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Negotiation: Strategy and Planning for Negotiation Best Practices in Negotiation – Fundamental Structure of negotiation and BATNA International and Cross Cultural Negotiation: Context and Concept, Influence of Culture on Negotiation

Suggested Readings:

1. Lesikar RV & Pettit Jr. JD - Basic Business Communication : Theory & Application (Tata Mc Grow Hill, 10th Edition).



2. Bisen & Priya – Business Communication (New Age International Publication)
3. Kalkar, Suryavanshi, Sengupta – Business Communication (Orient Blackswan)
4. P.D. Chaturvedi – Business Communication (Pearson Education, 3rd Edition 2006).
5. Sharma R.C., Mohan Krishna – Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).

FBM 516

Organisational Behaviour

3 0 0 3

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. Wehrlich Heinz and Koonitz Harold, Principles of Management: Tata McGraw Hill
4. Hersey Paul, Blanchard, Kenneth I and Johnson Dewey F. - Management of Organisational Behaviour: Leading Human Resources (Pearson Education, 8th Edition)
5. Davis, Keith - Human Behaviour at Works – Tata McGraw Hill, New Delhi.

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FBM 518

Food Supply Chain Management

3 0 0=3

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, EOO 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 modal 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.

SECOND SEMESTER

FBM-521

Entrepreneurship Development

3 0 0 3

Unit-1

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-2

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

Unit-3

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



FBM E101

Operations Research

3 0 0 3

UNIT-1

1. Process of Operations Research

Modeling: Premodeling, modeling and Postmodeling

Classical Deterministic Models: mathematical representation of relationships, unconstrained optimization, optimization with constraints

UNIT-2

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-3

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-4

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-5

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 reading

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



Theory**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.

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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 (CDH Publishing edition 2013)
4. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
5. Hill - Entrepreneurship : New Venture Creation (Prentice-Hall) 1998.
6. Barringer M J - Entrepreneurship (Prentice Hall, 1999)

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. Intriligator, M.D. (1978), Econometric Methods, Techniques and Applications, Prentice Hall Englewood Cliffs, New Jersey.

UNIT-1

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-2

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

UNIT-3

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-4

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

UNIT-5

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Structure of Ph.D Programme

S.No.	FIRST SEMESTER				
	Title	L	T	P	Credit
BAS 751	Research Methodology	3	0	0	3
FBM 751	IPRs and Research	2	0	0	2
Major*	Department Course 1				3
	Department Course 2				3
Minor [#]	Other Department Course 1				3
	Research				2
	Seminar				1
	Total				17

S.No.	SECOND SEMESTER				
	Title	L	T	P	Course Credit
BAS 752	Advanced Statistical Methods	3	0	0	3
Major *	Department Course 3				3
Minor [#]	Other Department Course 2				3
	Research				8
	Seminar				1
	Total				18

SEMESTER - III To VI					
Code	Course Title	L	T	P	Credits
	Research				14
	Seminar				1
	Total				15

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100

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)

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.

FBM-705

ENTREPRENEURSHIP AND LEADERSHIP IN DEVELOPMENT AND NEGOTIATION SKILLS

3 0 0 3

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. Charanbimath, Entrepreneurship development small business enterprises, Pearson Education, 2008
3. education, 2008
4. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House, 2009

FBM-703

FOOD MARKETING MANAGEMENT

3 0 0 3

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.

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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

The council considered recommendations of Post graduate Board of Studies (BOS) of Basic And Applied Science Department. Content modification in the courses 511/513/514/521/522/523/524/526/527/529/530/531/532/533/561 and other was approved as detailed at Annexure 6.

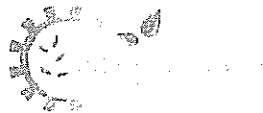
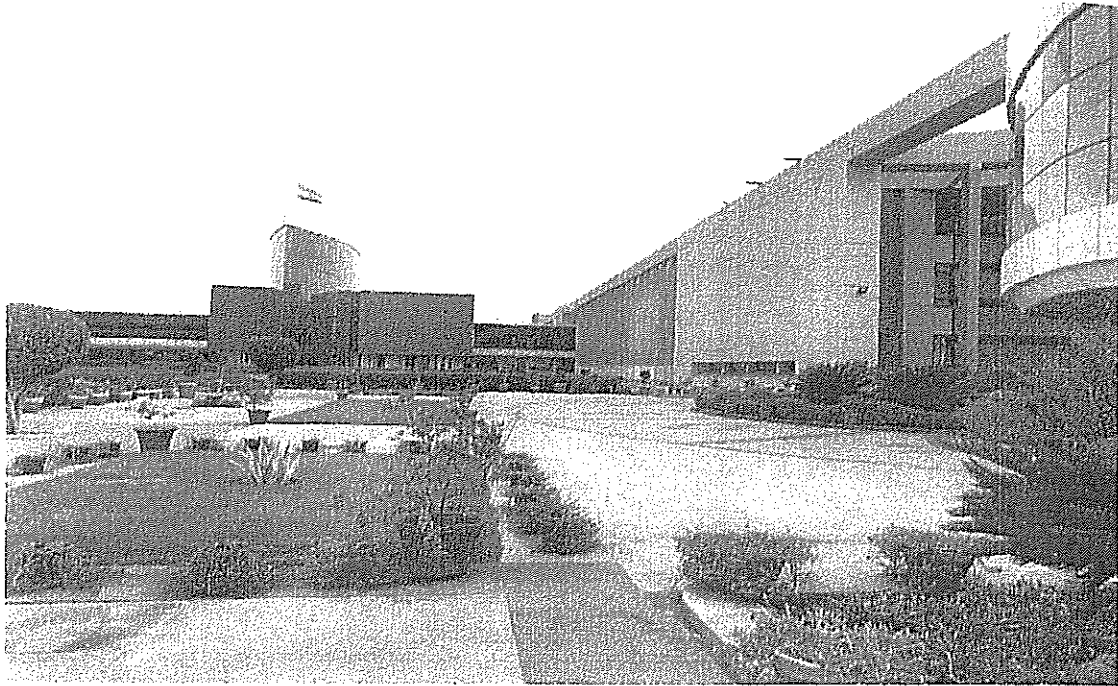
As per the BOS recommendation following were agreed subject to the condition as indicated in bold text:

1. Subject Code **FBM 515**-(Management Information System-MIS) & **FBM 517**-(Enterprise Resource Planning) - ERP need to be change from FBM to BAS code. - *Department will submit revised course coded*
2. **FBM-515** (MIS) is for M Tech (FPOAM) & **FBM 517**(ERP) is for M Tech (FSCM) - for semester changed as proposed both departments must be in agreement
3. **FBM 515** (MIS)- Existing credit is 3-0-0- 3 (Credit). Proposed Credit would be-2-0-2=3(Credit) by introducing practical classes. Department to report list of practical in next meeting of the council through BOS.



1.2.1
B.Tech Revision - 2018
(CIPR) " "
17th AC

UG AICTE - CBCS based Curriculum Structure
of
BACHELOR OF TECHNOLOGY
(Food Technology and Management)



Department of UG STUDIES (UGS)

**NATIONAL INSTITUTE OF FOOD TECHNOLOGY ENTREPRENEURSHIP AND
MANAGEMENT**
Kundli, Sonapat
2018

Department of UG STUDIES

Year	Semester	Course Type	Course Code	Course Title	L	T	P	Credits	Remark
Year - I*	Semester-I	CC	ENG111	Basic Electrical Engg.	2	0	2	3	
		ESC	ENG112	Engineering Graphics and Design	0	0	4	2	
		BSC	BAS 111	Mathematics -I	3	0	0	3	
		BSC	BAS 112	Basic Chemistry	2	0	2	3	
		BSC	BAS 113	Physics	2	0	2	3	
		NC	BAS 114	Introduction to Bio Sciences	3	0	0	NC/Def	
	NC	AES 111	Environmental Studies	3	1	0	NC		
								14	
	Semester-II	CC	FST 122	Principles of Food Preservations and Processing	3	0	0	3	
		HSC	FBM121	Communication Skills	2	1	0	3	
		ESC	ENG121	Engineering Workshop	0	0	4	2	
		ESC	ENG122	Electronic Engineering	2	0	2	3	
		BSC	BAS 121	Biochemistry	2	0	2	3	
		BSC	BAS 123	Mathematics-II	3	0	0	3	
BSC		BAS 122	General Microbiology	2	0	2	3		
BSC		BAS 124	Computer Programming and IT applications	2	0	2	3		
CC	FST 121	Human Nutrition	2	0	2	3			
BSC	AES 121	Introduction to Agriculture	2	0	0	2			
							25		

Year-2	Semester-III	MC	FBM 211	Basics of Management	3	0	0	3	
		MC	FBM 212	Basics of Finance and Accounting	3	0	0	3	
		CC	ENG 211	Engineering Properties of Food Materials	2	0	2	3	
		CC	ENG 212	Food Engineering I	3	0	2	4	
		CC	BAS 211	Food Chemistry	3	0	2	4	
		BSC	BAS 124	Computer Programming and IT applications	2	0	2	3	
		BSC	BAS 212	Food Microbiology and Safety	2	0	2	3	
		ESC	ENG 213	Mechanical Engineering	3	0	2	4	
		CC	AES 211	Elementary Postharvest Management of Fresh Produce	2	0	0	2	
								29	
	Semester-IV	MC	FBM 221	Food Supply Chain Management	3	0	0	3	
		MC	FBM 222	Financial Management	3	0	0	3	
		ESC	ENG 221	Refrigeration and Freezing	2	0	2	3	
		CC	ENG 222	Food Engineering 2	3	0	2	4	
CC		FST 221	Fruits, Vegetables & Plantation Products Processing Technology	3	0	3	4.5		
CC	FST 222	Dairy Technology	3	0	3	4.5			

		CC	FST 223	Cereals, Pulses & Oilseeds Technology	3	0	3	4.5
			FBM 223	Intellectual Property Rights	1	0	0	1
								27.5

Year-3	Semester-V	MC	FBM311	Marketing Management	3	0	0	3	
		HSC	FBM312	Entrepreneurship Development	3	0	0	3	
		CC	ENG311	Food Engineering 3	3	0	2	4	
		CC	FST 311	Bakery and Confectionery Technology	2	0	3	3.5	
		CC	FST 312	Meat, Fish and Poultry Product Technology	3	0	3	4.5	
		BAS	BAS 311	Statistical Methods	2	0	2	3	
		PE	PE-1		2	1	0	3 (Also 300)	
		PE 1- ENG-E1-Dairy Process Engineering/ FST-E1-Technology of Fats and Oils / FST-E2-Processing of Plantation Crops, Herbs and Spices/ FBM-E1-Business Law, AES-E 01- Commercial Postharvest Management of Fresh Produce							
		PE	PE-2		2	0	0	2	
		PE-2 - ENG-E2 - Food Industry Waste and By-product Management /FST-E3- Dietetics / FBM-E2-Business Environment / AES-E 02- Extension Methodologies For Transfer Of Agricultural Technology, BAS E-01(Computational and Multivariate Statistical Techniques -2 0 2), BAS E-02 (Transportation Phenomena in Food Processing -2 0 0)							
									26
	Semester-VI	MC	FBM321	Modelling for Decision Support System	3	0	0	3	
		HSC	FBM322	Business Ethics	2	0	0	2	
		CC	ENG321	Instrumentation and Process Control	2	0	0	2	
		CC	ENG322	Food Packaging Technology	2	0	2	3	
CC		FST 321	Food Regulations & Safety Management System	3	0	0	3		
CC		FST 322	Food Additives, Ingredients and their Safety	3	0	0	3		
CC		BAS 321	Methods of Food Analysis	2	0	3	3.5		
HSC		AES 321	Introduction to Village Adoption, Rural Development	1	0	0	1		
	PE	PE 3		2	1	0	3 (also 300)		
	ENG-E3- Food Equipment design and Process Modelling / FST-E4- Flavour Technology/ FST-E5- Food Beverages / AES- E03 - Novel Postharvest Treatments and Packaging Technology of Fresh and Fresh-Cut Products / FBM-E3- Production and Operations Management								
	PE	PE 4		2	0	0	2		
	ENG-E-4 - Food Rheology and Texture / FST-E6- Nutraceuticals and Functional Foods / FBM-E4- Managerial Economics, BAS E-03(Dairy Microbiology 2 0 2), BAS E-04 (Nanotechnology for Food Applications -2 0 0)								
								26.5	

Year-4	Semester-VII	OL/OE/VL	OLE-1	Select from below list of OL/OE /VL courses	2	0	0	2
		OL/OE/VL	OLE-2	Select from below list of OL/OE courses	2	0	0	2
		PSI	UGP	Village Adoption Program	0	0	10	5
		PSI	UGI	Professional Internship	0	0	14	7
								16
		CC	FST-421	New Product Development and Sensory Evaluation	3	0	0	3
	PE	PE 5		3	0	0	3	

Total =

Semester	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	TOTAL
Credits	14	25	29	27.5	26	26.5	16	16	180

<p>UNIT-III Byproduct utilization e.g. bran: Novel product development —Instant Rice, puffed products etc. Coarse Cereals Products: Maize, sorghum, pearl millet and small millets processing and value addition.</p> <p>UNIT-IV Pulses: Pre-treatment of pulses for milling, milling of major pulses. Methods to improve recovery. Oil seeds Processing: Groundnut, Mustard, Soybean, Sunflower, Safflower, Sesame and other oil bearing materials, Expeller and solvent extraction processing.</p> <p>UNIT-V Special Topics: Processing and utilization of Soya bean for value added products, Innovative products from cereals, pulses and oilseeds. Extrusion technology for cereals.</p> <p>Practical: Physical properties of cereals. Conditioning of wheat. Gluten content of wheat flour. Parboiling and milling of paddy. Cooking quality of rice. Determination of Gelatinization Temp. Study on production technology of puffed and flaked rice Physical properties of Legumes and Oil seeds. Principles of dehulling: Dal Milling Process. Products of Soybean- tofu, milk Visit to cereal processing unit.</p> <p>Suggested Readings : Chakraverty A & De DS. 1981. Post-harvest Technology of Cereals, Pulses and Oilseeds. Oxford & IBH. <i>Unit Operations of Agricultural Processing</i>. Authors, <i>K M Sahay</i>, K.K. Singh. Edition, 2, Publisher, Vikas Publishing House Pvt Y. Pomeranz, <i>Wheat Chemistry and Technology</i> Chakraborty AC, <i>Post Harvest Technology of Cereals</i> DAV Dendy and BJ Dobrazczyk, <i>Cereals and Cereal Processing: Chemistry and Technology</i> S A Matz, <i>Chemistry and Technology of Cereal Food and Feed</i></p> <p>Course Outcome: After completion of the course, students will be able to:- 1. Know the Status, production and major growing areas of cereals in India and world. 2. Understand structure, chemical composition and anti-nutritional factors of cereals, pulses and oilseeds. 3. Understand primary processing as milling of cereals, millets, pulses. 4. Understand process of oil extraction from oil seeds. 5. Value addition to cereals, millets, pulses, oilseeds to improve their quality. 6. Understand Processing of soybean. 7. Understand the extrusion technology and its use in value addition of food grains</p>
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FBM 223	Intellectual Property Rights	1 0 0 = 1
THEORY		
UNIT-1 Patents - Indian Patent law, meaning, scope, objectives, patentability criteria, patentable and non patentable inventions. Kinds of patent applications, procedure for obtaining patent. Patent specification (provisional, complete specification), drafting, patent claims. Patent opposition, enforcement and revocation, fee structure. Patent Cooperation Treaty, Sources of patent information, patent databases.		
UNIT-2 Copyrights - Introduction, how to obtain, scope, term, infringement. Trademarks- Introduction, how to obtain, scope, term, different types of marks (collective, certification, service).		
UNIT-3 Industrial designs - Definition, how to obtain, features Geographical indications, Trade secrets		
UNIT-4 IP- licensing and technology transfer- licensing agreements, issues in licensing.		
Suggested Readings: <ul style="list-style-type: none"> • Bhandari Surendra, World Trade Organization and Developing Countries, Deep and Deep Publications, New Delhi. • Kumar Ratnesl, World Trade Organization, Deep and Deep Publications, New Delhi. • Mittal D.P., Indian Patent Law [As Patent (Amendment) Act, 2005], Taxman's Allied Service (P) Ltd., New Delhi. • Ganguli Prabhdh, Gearing up for Patents: The Indian Scenario, University Press, Hyderabad. 		

M. Tech FPOM
2018
(17th AE)

125

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

SEMESTER-I

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

SEMESTER-II

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

SEMESTER-III

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

SEMESTER-IV

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

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

Legends

CBCS - Choice Based Credit System

GE- Generic Elective (unrelated discipline/subject)

AECC- Ability Enhancement Compulsory Courses

DSE-Discipline Specific Elective

SEC -Skill Enhancement Courses

OL/OE- Open Learning/Electives

PE- Professional Electives

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

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

DSE: FBM 511 Business Strategy

Semester – I

3-0-0=3

Unit- I

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

Unit-II

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

Unit- III

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

Unit-IV

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

Unit-V

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

Suggested Readings

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

Course Outcome

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



AECC: FBM 514 Research and Business Analytics

Semester – I

3-0-0=3

Unit-I

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

Unit-II

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

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

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

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

Course Outcome

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

CC: FBM 521 Inventory Management

Semester – II

3-0-0=3

Unit-I

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

Unit-II

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

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

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

Course Outcome

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

DSE: FBM 522 Food Plant Operations Management

Semester – II

3-0-0=3

Unit –I

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

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

Unit–II

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

Unit –III

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

Unit –IV

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

Quality Assurance and Control: Statistical process control, Forecasting.

Unit-V

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

Suggested Readings

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

Course Outcome

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

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

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

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

Course Outcome

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

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

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Ph.D. 2018 (17th AC)

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Agenda 9.5

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

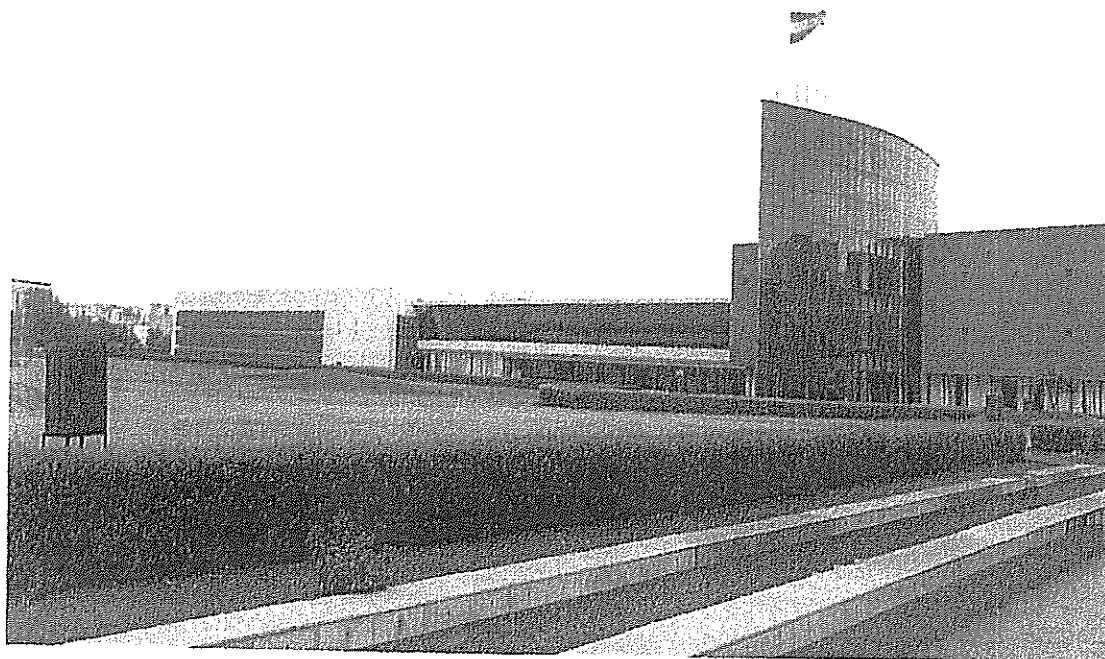
Consequent upon the recent notification of PhD regulations, the Chairman, Content Development (CDC), Academic – Administrative Committee (AAC) and Board of Studies (BoS) initiated the process of course curriculum revision. The CDC restructured the course curriculum and circulated to AAC for its observations.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

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

Annexure 9.5A



PhD (FBM&ED) Course Curriculum



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

2018

Department of Food Business Management & Entrepreneurship Development

PhD (FBM&ED) Course Curriculum

SEMESTER-I

S.No.	Course	L T P	Credits
1.	BAS Research Methodology	3 0 0	3
2.	<i>Department Major Course: Students have to select any one out of the following list of Major Courses</i>	3 0 0	3
	FBM 711 Emerging issues in Entrepreneurship Research		
	FBM 712 Emerging issues in Finance and Accounting Research		
	FBM 713 Emerging issues in Marketing Management Research		
	FBM 714 Emerging issues in Operations Management Research		
	FBM 715 Emerging issues in Human Resource Management Research		
	FBM 716 Emerging issues in Food and Agribusiness Research		
3.	FBM 717 Research Seminar - I	0 0 4	2
	Total		8

SEMESTER-II

S.No.	Subject	L T P	Credits
1.	BAS Statistical Methods	3 0 0	3
2.	Any course as per requirement of research (optional) / MOOC		
3.	FBM 721 Research Seminar - II	0 0 4	2
	Total		5

Deptt. of FBMED Total Credits: 8+5 = 13

FBM 711 Emerging Issues in Entrepreneurship Research

Semester – I

3-0-0=3

Unit-I

Entrepreneurship Education and Research - Significance of Entrepreneurship in Economic Development- Traits, Characteristics and Cognitive Style of Entrepreneurs - Dilemmas and Debates in Entrepreneurship.

Unit-II

Launching and Managing Enterprise - Product, Service, Process Innovations – Incubation – Business Models – Types of Entrepreneurship – MSMEs - Managing Adversities and Failures.

Unit- III

Entrepreneurial Finance and Liquidity Management - Venture Capital Funds and Angel Investors – Bank and financial institutions - Financial Innovations- Cloud funding.

Unit-IV

Public Policy and Entrepreneurship – International perspectives on Entrepreneurship among Deprived Class - Women, Minority, Tribal and Dalit Entrepreneurship – Policies and Programmes - Support Institutions.

Unit-V

Emerging Issues: Growth and Management of Start ups - International Entrepreneurship – Managing and Growing Family Firms and dynamics – Growth of food and Agripreneurship.

Suggested Readings

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

Course Outcomes

1. Have the ability to discern distinct entrepreneurship research
2. Motivation for entrepreneurial career

FBM 712 – Emerging issues in Finance and Accounting Research

Semester – I

3-0-0=3

Unit- I

Theory of firm and Agency theory. Decisions of Finance.

Unit- II

Financial System - Financial Markets: Capital, money, derivative market.
Financial Institution- Financial Intermediation, theory of banking.

Unit- III

Mergers and Acquisitions.

Unit- IV

Accounting policies in managerial decisions - Understanding annual report - Methods for Financial statement analysis.

Unit- V

Impact of IFRS – Applications of accounting research: Human Resource – Social – Environmental – Intellectual capital – Value added – Fraud – Forensic and Investigating – E-Accounting – Govt. and Non-Govt. Accounting.

Suggested Readings

1. Prasanna Chandra, Financial Management, TMH
2. Maheswari and Maheswari, Financial Accounting, Vikas Publishing House
3. James C Van Horne, Financial Management, Prentice Hall
4. Audrey et, al. Research Methods for Finance and Accounting, Good fellow Publishers Ltd
5. Journal of Finance and Accounting
6. Khan, M.Y and Jain, P.K. (2005), Financial Management. New Delhi: Tata McGraw Hill.
7. Pandey, I. M., Financial Management. New Delhi: Vikas Publishing House, Fourth Edition.

Course Outcome

1. Understating of concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet, and statement of cash flows.
2. Locate and analyze financial data from annual reports of corporations.
3. Cost classifications based on how the cost will be used: whether for preparing external reports, predicting cost behavior, assigning costs to cost objects, or decision making.
4. Prepare an income statement required for external reporting and a different one more

useful to managers for managerial decision-making

5. Understating of Financial Derivatives, Forward Contract, and Features Contracts.

FBM 713 Emerging issues in Marketing Management Research

Semester – I

3-0-0=3

Unit-I

Defining Marketing Research, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario).

Unit-II

Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research.

Unit-III

Advertising Research, Media research, Sales Analysis and Sales Forecasting.

Unit-IV

Marketing Information System and Research, Online Marketing Research, Recent Trends in Marketing Research, Research in Lifestyle Retail, Marketing Research and Social Marketing.

Unit-V

Rural Marketing Research, Trends in Services Marketing Research, Brand Equity Research, International Marketing and Branding Research.

Suggested Readings

1. Market Research in Practice: How to Get Greater Insight from Your Market (2013) by Paul N Hague, Nicholas Hague, and Carol-Ann Morgan
2. Strategic Market Research: A Guide to Conducting Research that Drives Businesses (2010) by Anne E. Beall

Course Outcome

1. Understanding of the marketing research industry
2. Understand the process of marketing research and its different processes
3. Develop skills required by the researcher and understand different applications of marketing research
4. Understand different approaches of marketing research
5. Ability to exploit marketing research data for management decision-making.

FBM 714 Emerging issues in Operations Management Research

Semester – I

3-0-0=3

Unit-I

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Quality Assurance and Control: Statistical process control, Forecasting.

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

Unit-V

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

Suggested Readings

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

COURSE OUTCOME

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

the manufacturing firms as well as service sector.

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



FBM 715 Emerging issues in Human Resource Management Research

Semester – I

3-0-0=3

Unit -I

Concepts and Perspectives on Human Resource Management; Human Resource Management in a changing Environment; Corporate Objective and Human Resource Planning.

Unit -II

Career and Succession Planning; Job Analysis and Role Description; Methods of Manpower Search; Attracting and Selecting Human Resource.

Unit- III

Training and Development: Induction and Socialization; Manpower Training and Development.

Unit -IV

Performance Appraisal and Potential Evaluation; Job Evaluation and Wage Determination.

Unit -V

Employee Welfare; Industrial Relations and Trade Unions; Dispute Resolution and Grievance Management; Employee Empowerment.

Suggested Readings

1. Aswathappa, K. (1997). "Human Resource and Personnel Management" Tata McGraw Hill. New Delhi, Latest Edition
2. De Cenzo, D A & Robbins S P. (1994), "Human Resource Management", New York, John Wiley, 5th Ed.
3. Edward, B. Flippo, "Personnel Management"; McGraw Hill International Edition.
4. Dessler, Gary, "Human Resource Management"; Prentice Hall of India.
5. Rao, V S P, "Human Resource Management", Excel Publication.

Course Outcomes

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

FBM 716 Emerging issues in Food and Agribusiness Research

Semester – I

3-0-0=3

Unit-I

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

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

Unit-II

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

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

Rural and Agricultural Credit in India: Policies and Performances.

Unit-III

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

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

Unit-IV

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

Unit-V

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

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

Suggested Readings

1. Indian Agriculture & Agri-Business Management by S. Diwase
2. A Text Book of Agri Business management by Broadway Arif. A. Broadway A.C.

COURSE OUTCOMES

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

Semester – I

0-0-4=2

FBM 717 Research Seminar – I

(0 0 4)

Semester – II

0-0-4=2

FBM 721 Research Seminar – II

Agenda Item No. 10.11

Subject: Recommendation of PG Board of Studies (BoS) of the Department of Food Business Management regarding Course Curriculum of MBA FBM programme for consideration and approval.

The Council approved the Course Curriculum of MBA as recommended by PG Board of Studies of the Department. Approved Curriculum is placed at Annexure 10.11.

Further Village Adoption Programme of NIFTEM may also be considered for M B A students and existing regulations applicable to PG Course will also be applicable to MBA programme of 2016-18 Batch.

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**MASTER OF BUSINESS ADMINISTRATION
IN
FOOD BUSINESS MANAGEMENT**

MBA (FBM)

(TWO YEAR FULL-TIME PROGRAMME)

With dual specializations

- (1) Food & Agri-Business Management (Compulsory)**
- (2) One of (Marketing/ Finance/ International Business)**

COURSE CONTENTS



Semester-wise Course Contents

Semester - 1			Semester - 2		
		Credit			Credit
MBA-101	Management Process and Practices	3	MBA-201	Marketing Management	3
MBA-102	Quantitative Techniques	4	MBA-202	Financial Management	3
MBA-103	Managerial Economics	3	MBA-203	International Business Management	4
MBA-104	Financial Accounting	3	MBA-204	Production, Operations and Inventory Management	4
MBA-105	Business Communication & Personality Development	4	MBA-205	Business Research Methods	3
MBA-106	Management of Information System & Application of Software	4	MBA-206	Operations Research	4
MBA-107	Organizational Behaviour	3	MBA-207	Food and Agribusiness Environment & Policy	4
Total	Seven (7)	24	Total	Seven (7)	25

Semester - 3*			Semester - 4*		
		Credit			Credit
MBA-301	Innovation and Entrepreneurship Development	3	MBA-401	Corporate Strategy	3
MBA-302	Human Resource Management	3	MBA-402	Corporate Governance	3
MBA-303	Business Ethics & Human Values	3	MBA-403	Research Project	8
MBA-304	Summer Internship Project, Presentation & Viva Voce	8		Viva Voce	-
	Five Elective	5X3		Five Electives	5X3
Total	Eight (8)	32		Seven (7)	29

*In addition, a student is required to choose a combination of total 5 electives (on the pattern of 2+3 or 3+2) from both dual specializations subjects in each 3rd & 4th semester. For example, if a student select 2 electives from the compulsory specialization FABM (Food & Agri-Business Management) and 3 electives from Marketing (if select Marketing as second specialization) in 3rd semester then in the next 4th semester he will have to choose 3 electives from FABM and 2 electives from Marketing. (Total Course Credits including both years= 110)

Ab

Elective courses in Semester 3 & 4

Food & Agri-Business Management (compulsory)	Marketing
FABM E-1: Food Supply Chain Management (F)	MKT E-1 Sales Management
FABM E-2: Food Technology and Processing Management	MKT E-2 Digital Marketing (F)
FABM E-3: Management of Agricultural Input Marketing	MKT E-3 Advertising Management
FABM E-4: Seed Production Technology and Management	MKT E-4 Brand Management
FABM E-5: Management of Agro Chemical Industry	MKT E-5 Retailing Management
FABM E-6: International Trade in Agri-Food Products (F)	MKT E-6 Integrated Marketing Communication (IMC)
FABM E-7: Entrepreneurship Development in Food Processing	MKT E-7 Marketing Channel
FABM E-8: Rural Marketing	MKT E-8 Service Marketing
FABM E-9: Agricultural Finance	MKT E-9 Consumer behaviour (F)

Finance	International Business
FIN E-1: Security Analysis and Investment Management	IB E-1: International Business Environment (F)
FIN E-2: Management of Financial Services	IB E-2: International Trade and Policy Framework
FIN E-3: Bank Management & Insurance (F)	IB E-3: International Financial System
FIN E-4: Carbon Finance	IB E-4: International Trade Practices, Procedures & Documentation
FIN E-5: International Financial Management	IB E-5: International Supply Chain Management and Logistics
FIN E-6: Corporate Taxation	IB E-6: International Advertising and Brand Management
FIN E-7: Financial Derivatives	IB E-7: International Marketing Research and Consumer Behaviour (F)
FIN E-8: Risk Management and Insurance (F)	

F-Freezed/Mandatory

Note: Foreign Language (French, German etc.) may be offered to student based upon their choices.

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COURSE CONTENTS

COMPULSORY COURSES

SEMESTER - 1: MBA-101 to MBA-107

MBA-101: MANAGEMENT PROCESS AND PRACTICES

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

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



MBA-102: QUANTITATIVE TECHNIQUES

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

Theory of Probability, Addition and Multiplication Law, Baye's Theorm
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

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

Course contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

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.

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.

Course Contents

Unit-I

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

Unit-II

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

Depreciation Accounting and Inventory Valuation: Meaning and Methods of Depreciation, Management viewpoint, Depreciation methods employed by Indian companies, Inventory valuation, Methods of Inventory valuation, 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, DuPont analysis; Cost Behaviour, Planning and Decision Making: Cost concepts for planning and control, Classification of cost terms used in planning, control and decision making, Components of total cost

Unit-IV

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

Unit-V

Cost Control and Performance Evaluation: Responsibility accounting 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 Life cycle 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.

MBA-105: BUSINESS COMMUNICATION & BUSINESS COMMUNICATION & PERSONALITY DEVELOPMENT

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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 Readings

1. Dent, F. O., & Brent, M. (2006). Influencing. India: Palgrave Macmillan.
2. Kennedy, G. (2007). Every thing 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.
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MBA-106: MANAGEMENT OF INFORMATION SYSTEM & APPLICATION OF SOFTWARE

Course Objective

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

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

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, Delh

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Course Objective

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

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

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

Unit-V

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

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.

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SEMESTER 2: MBA-201 to MBA-207

MBA-201: MARKETING MANAGEMENT

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.

Course Contents

Unit-I

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

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

Unit-II

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

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

Unit-III

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

Developing Pricing Strategies: Setting Price, Factors influencing Price Determination

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

Unit-IV

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

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

Unit-V

Introduction to Food and Agro Marketing, Analyzing Agricultural and Food Markets, APMC Act, Agricultural Prices Determination, Agricultural and Food Marketing Policy Mechanism, Marketing Institutions in Agricultural Markets, Market Power and Efficiency and, Important Issues in Marketing of Certain Agricultural Commodities, Foodservice & Restaurant Marketing.

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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.

MBA –202: FINANCIAL MANAGEMENT

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.

Course Contents

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.

MBA- 203: INTERNATIONAL BUSINESS MANAGEMENT

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.

Course Contents

Unit-I

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

Unit-II

Regional Blocks: Regional Integration Agreement (RIAs) and Trade - Economic Effects of RIAs; Trade Creation and Diversion and the Types of RIA; The Proliferation of Regional Preference Systems; India's Regional Integration

Agreements; Regional Integration Agreements and Foreign Investment; Making Regionalism Complimentary to Multilateralism: Building Blocks versus Stumbling Blocks.

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

Unit-III

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

Unit-IV

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

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

Unit-V

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

Suggesting 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.

MBA- 204: PRODUCTION, OPERATIONS AND INVENTORY MANAGEMENT

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 manufactories and service organizations. Emphasis would be on to bring about effectiveness and efficiency of operations by job and work design, process design, layout design and design and control of systems related to production resources planning ,quality,

scheduling, maintenance, inventory and environment and safety. Importance of supply chain management and operating in a lean environment is also to be highlighted.

Course Contents

Unit-I

Nature, Evolution and scope of Production and Operations management, 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.

MBA-205: BUSINESS RESEARCH METHODS

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.

Course Contents

Unit-I

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

Problem Identification & Formulation : Hypothesis Testing- Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis. Hypothesis Testing - Logic & Importanc, 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

MBA-206: OPERATION RESEARCH

Course Objective

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

Course Contents

Unit-I

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

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

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

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

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)

MBA-207: FOOD AND AGRIBUSINESS ENVIRONMENT & POLICY

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.

Course Contents

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.
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SUMMER TRAINING/INTERNSHIP

At the completion of the first two semesters of the first year and before the commencement of the third semester in the second year the student is required to undergo summer training in an organisation. A report based on the summer training shall be submitted at the time commencement of the third semester.

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SEMESTER – 3: MBA-301 to MBA-304

MBA- 301: INNOVATION AND ENTREPRENEURSHIP DEVELOPMENT

Course Objective

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

Course Contents

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)

MBA- 302: HUMAN RESOURCE MANAGEMENT

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

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.



MBA-303: BUSINESS ETHICS AND HUMAN VALUES

Course Objective

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

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

Cases in Business Ethics and Management by Indian Values.

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 Educatio

MBA-304: SUMMER INTERNSHIP PROJECT, PRESENTATION & VIVA VOCE

In the beginning of Third Semester-Internship Report Submission, Presentation and Viva Voce.

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SEMESTER – 4: MBA-401 to MBA-403

MBA-401: CORPORATE STRATEGY

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

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.



~~MBA-402: CORPORATE GOVERNANCE~~

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

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.

MBA- 403: RESEARCH PROJECT

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



ELECTIVE COURSES

ELECTIVE COURSES IN FOOD & AGRI-BUSINESS MANAGEMENT

FABM E-1: FOOD SUPPLY CHAIN MANAGEMENT

Objective

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

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Outbound logistics: Designing Supply Chain Network, management of transportation, inter 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.



FABM E-2 FOOD TECHNOLOGY AND PROCESSING MANAGEMENT

Objective

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

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

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

FABM E-3: MANAGEMENT OF AGRICULTURAL INPUT MARKETING

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

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.

FABME-4: SEED PRODUCTION TECHNOLOGY AND MANAGEMENT

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

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.

FABME-5: MANAGEMENT OF AGRO CHEMICAL INDUSTRY

Objective

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

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

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

FABM E-6: INTERNATIONAL TRADE IN AGRICULTURAL PRODUCTS

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

Study materials to be provided by course instructor.

FABM E-7: ENTREPRENEURSHIP DEVELOPMENT IN FOOD PROCESSING

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.

Course Contents

Unit-I

Entrepreneurship Concept, Selection of Potential Entrepreneurs, Business opportunity

Unit-II

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

Unit-III

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

Unit-IV

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

Unit-V

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

Suggested Readings

Study materials to be provided by course instructor.

FABM E-8: RURAL MARKETING

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.

Course Contents

Unit-I

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

Unit-II

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

Unit-III

Rural Marketing Strategies with special reference to :Rural Market segmentation.

Unit-IV

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

Unit-V

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

Suggested Readings

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

FABM E-9: AGRICULTURAL FINANCE

Objective

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

Course Contents

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.

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