

**MATA GUJRI COLLEGE, FATEHGARH SAHIB**

**MBA IInd Year (2018 – 2019)  
Semester III**

Subject	Paper Code		Title of Paper	Contact Hours Per Week				Examination Scheme Marks			Credits
				L	T	P	Total	Internal	External	Total	
Core	301		Strategic Management	5	-	-	5	50	50	100	5
Core	302		Project Management	5	-	-	5	50	50	100	5
DCE	303	<b>Marketing Management</b>	Advertising & Sales Management	5	-	-	5	50	50	100	5
DCE	304		Consumer Behavior	5	-	-	5	50	50	100	5
DCE	305	<b>Human Resources Management</b>	Management of Industrial Relations	5	-	-	5	50	50	100	5
DCE	306		Human Resource Development	5	-	-	5	50	50	100	5
DCE	307	<b>Financial Management</b>	Security Analysis & Portfolio Management	5	-	-	5	50	50	100	5
DCE	308		Financial Services and Markets	5	-	-	5	50	50	100	5
DCE	309	<b>Operations Management/ Materials Management</b>	Production Planning & Control	5	-	-	5	50	50	100	5
DCE	310		Inventory Management & Control	5	-	-	5	50	50	100	5

**A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.**

Subject	Paper Code		Title of Paper	Contact Hours Per Week				Examination Scheme Marks			Credits
				L	T	P	Total	Internal	External	Total	
DCE	311	<b>Information Technology</b>	Database Management system	5	-	-	5	50	50	100	5
DCE	312		Web Designing	5	-	-	5	50	50	100	5
DCE	313	<b>International Business</b>	Foreign Exchange Management	5	-	-	5	50	50	100	5
DCE	314		Global Marketing Management	5	-	-	5	50	50	100	5
DCE	315	<b>Retail Management</b>	Management of Retail Organization	5	-	-	5	50	50	100	5
DCE	316		Store Management	5	-	-	5	50	50	100	5
DCE	317	<b>Agribusiness Management</b>	Agribusiness Management	5	-	-	5	50	50	100	5
DCE	318		Agricultural Marketing	5	-	-	5	50	50	100	5
GE	319		Summer Internship Project Assessment	2	--	-	2	100	--	100	1
GE	320		Seminar on Recent Govt Initiatives	-	-	3	3	100	--	100	2
			Total	35			35				33

GE= Generic Elective

DCE= Discipline Centric Elective

**A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.**

**MBA IInd Year (2018 – 2019)**  
**Semester IV**

Subject	Paper code		Title of paper	Contact hours per week				Examination scheme marks			Credits
				L	T	P	Total	Internal	External	Total	
Core	401		Organisational Development & Change	5	-	-	5	50	50	100	5
GE	402		Research Project Report in Major Areas of Specialisations	-	-	8	8	-	200	200	4
GE	403		Seminar on Project Report	5	-	-	5	100	-	100	2
GE	404		Viva on Project Report	-	-	-	-	-	100	100	1
DCE	405	<b>Marketing Management</b>	Marketing Research	5	-	-	5	50	50	100	5
DCE	406		Digital Marketing	5	-	-	5	50	50	100	5
DCE	407		Marketing of Services	5	-	-	5	50	50	100	5
DCE	408		International Logistics	5	-	-	5	50	50	100	5
DCE	409		Rural Marketing	5	-	-	5	50	50	100	5
DCE	410	<b>Information Technology</b>	Data Communication & Computer Network	5	-	-	5	50	50	100	5
DCE	411		PHP Programming	5	-	-	5	50	50	100	5
DCE	412		Software Engineering	5	-	-	5	50	50	100	5
DCE	413		RDBMS	5	-	-	5	50	50	100	5
DCE	414		Enterprise Resource Planning	5	-	-	5	50	50	100	5

DCE	415	<b>Financial Management</b>	Management of Financial Institutions	5	-	-	5	50	50	100	5
DCE	416		Banking & Insurance Management	5	-	-	5	50	50	100	5
DCE	417		Management Control Systems	5	-	-	5	50	50	100	5
DCE	418		Management of Working Capital	5	-	-	5	50	50	100	5
DCE	419		Corporate Tax Planning	5	-	-	5	50	50	100	5
DCE	420		International Financial Management	5	-	-	5	50	50	100	5
DCE	421	<b>Operations Management / Materials Management</b>	Material Planning & Inventory Management	5	-	-	5	50	50	100	5
DCE	422		Management of Logistics	5	-	-	5	50	50	100	5
DCE	423		Plant Design & Layout	5	-	-	5	50	50	100	5
DCE	424		Total Quality Management	5	-	-	5	50	50	100	5
DCE	425		Technology Management	5	-	-	5	50	50	100	5
DCE	426	<b>Human Resources Management</b>	Compensation Management	5	-	-	5	50	50	100	5
DCE	427		Social security & Labour Welfare	5	-	-	5	50	50	100	5
DCE	428		Industrial Psychology	5	-	-	5	50	50	100	5
DCE	429		Management of Training & Development	5	-	-	5	50	50	100	5
DCE	430		Cross Cultural Issues in Global Management	5	-	-	5	50	50	100	5
DCE	431	<b>International Business</b>	International Economic Environment	5	-	-	5	50	50	100	5
DCE	432		International Financial Management	5	-	-	5	50	50	100	5
DCE	433		Foreign trade Policy & Documentation	5	-	-	5	50	50	100	5

(2018 – 2019)

DCE	434		Global Human Resources Management	5	-	-	5	50	50	100	5
DCE	435		Foreign Language for Business	5	-	-	5	50	50	100	5
DCE	436	<b>Retail Management</b>	Supply Chain Management	5	-	-	5	50	50	100	5
DCE	437		Merchandising Management	5	-	-	5	50	50	100	5
DCE	438		Sales & Distribution Management	5	-	-	5	50	50	100	5
DCE	439		Consumer Behavior in Retailing	5	-	-	5	50	50	100	5
DCE	440		Customer Relationship Management	5	-	-	5	50	50	100	5
DCE	441	<b>Agri-Business Management</b>	Agribusiness Finance	5	-	-	5	50	50	100	5
DCE	442		Agribusiness Supply Chain Management	5	-	-	5	50	50	100	5
DCE	443		Special areas in Rural marketing	5	-	-	5	50	50	100	5
DCE	444		Rural Development and agricultural extensions	5	-	-	5	50	50	100	5
		<b>Total</b>		<b>25</b>	<b>-</b>	<b>8</b>	<b>43</b>				<b>27</b>

\* GE= Generic Elective,

\*DCE= Discipline Centric Elective

**A candidate is required to secure at least 40% marks both in the external examination and aggregate of internal assessment and external examination in each paper taken together in order to qualify in an examination.**

## 301 Strategic Management

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### **Learning Objective**

The objective of the subject is to make students conversant with a set of management guidelines which specify the firm's product-market position, the directions in which the firm seeks to grow and change the competitive tools it will employ, the strengths it will seek to exploit and the weaknesses it will seek to avoid. Strategy is a concept of the firm's business which provides a unifying theme for all its activities.

### **Course Syllabus**

#### **UNIT-I**

**Strategic Management:** Defining, Characteristics of Strategic Management and formulation of Strategy, Various Stages and Components of Strategic Management, Determination of various objectives like corporate, divisions and departmental, objectives, Vision, Mission, **Environmental Scanning:** Internal & External environment, Types of Strategies, Guidelines for crafting strategies. **Strategic Analysis and Choice:** Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis, GAP Analysis, BCG Matrix, Porter's Five Forces Model of Competition, Mc Kinsey's 7s Framework.

#### **UNIT-II**

**Implementation of strategy:** Resource allocation, Projects and Procedural issues. Organizational policies-marketing, production, financial, personnel. Resource Allocation, Matching structure and strategy, **Behavioural issues:** Leadership style, corporate culture, Values, Power and Ethics. **Strategy evaluation** – Importance. Symptoms of malfunctioning of strategy, Operations Control and - Measurement of performance, Analyzing variances, Role of organizational systems in evaluation.

### **Recommended Texts**

- *Lawrence R. Jauch, William F. Glueck, Business Policy and Strategic Management, McGraw-Hill.*
- *John A. Pearce II, R.B. Robinson, Jr., Strategic Management, A.I.T.B.S. Publications, Delhi.*
- *Fred R. David, Strategic Management - Concepts and Cases, Pearson Education.*
- *Thomson - Strategic Management: Concepts and Cases, Tata Mc Graw Hill.*
- *Kazmi A. 'Business Policy & Strategic Management' Tata McGraw Hill.*
- *Jauch & Glueck 'Business Policy & Strategic Management' Tata McGraw Hill*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The subject emphasizes on imparting the knowledge, skills, tools and techniques involved in carrying out project activities so as to ensure that projects are delivered within budget and schedule. The subject content would be spread over 32 hours (min.) on theoretical work and 16 hours (min.) on practical work.

### Course Syllabus

#### UNIT-I

**Concepts of Project Management:** Meaning and Definition of Project, Characteristics of a project, Project Life Cycle Phases, Role of a Project Manager, **The Planning Process:** Work Breakdown Structure, Cost Planning – tools & techniques, cost estimation, Time Planning – tools & techniques. **Project Appraisal:** Technical Feasibility, Economic Feasibility.

#### UNIT-II

Financial Evaluation, Appraisal under Risk and Uncertainty, Sensitivity Analysis, **Social Cost Benefit Analysis:** Rationale, Fundamentals of Shadow Pricing, Basic approaches to Social Cost Benefit Analysis. **Scheduling:** Graphic representation of project activities, Network Analysis, Network Techniques: PERT and CPM. Resource Allocation. Overview of MS-Project 2000. **Control of Projects:** control systems, control of constraints – cost and time.

### Recommended Texts

- *Harvey Maylor, Project Management, Pearson Education, New Delhi.*
- *Prasanna Chandra, Projects: Planning, Analysis, Selection, Implementation & Review, Tata McGraw-Hill Publishing Company Ltd., New Delhi.*
- *Larson, Gray, Project Management, The Mc Graw Hill Companies, Special Indian.*
- *Nagarajan K, Project Management, New Age International Publishers.*
- *Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.*
- *Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.*
- *Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 303 Advertising and Sales Management

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The primary objective is to make students familiar with basics of Sales Management and the duties & roles played by salesmen. The growing significance of process of advertising deserves the same focus and attention.

### Course Syllabus

#### UNIT-I

**Sales Management:** Nature and Scope of Sales Management ,organisational structure , Recruitment and Selection of Sales Personnel, their Training and Development, Supervision & Appraisal, Motivating Sales Personnel, Physical distribution ,Sales Quota, Sales Territories. Sales Forecasting, Sales Theories.

#### UNIT-II

**Advertising:** Nature & Scope of Advertising Research, Consumer Behaviour and Advertising, Media Planning , Merits and Demerits of various media types, Emerging media, Process of advertising – Copy testing, Advertising Budget. Measuring Advertising Effectiveness, Deceptive advertising, Role of Advertising Agencies, Legal framework of Advertising.

### Recommended Texts

- *Cundiff, Still & Govani, Sales Management, Prentice-Hall of India, New Delhi.*
- *Wright, Winter and Zeigler, Advertising, Tata McGraw-Hill Publishing Company Ltd., New Delhi.*
- *Batra Myers and Aker - Advertising Management, Pearson/ Prentice Hall.*
- *Clow and Baack - Integrated Advertising, Promotion and Marketing Communication, Pearson Education,*
- *Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective (Tata Mc Graw Hill)*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Learning Objective****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks**

Upon the satisfactory completion of this course the students will be able to: understand the theory of consumer and industrial buyer behaviour and be able to recognize and apply appropriate theory in order to solve practical marketing and product management problems;

**Course Syllabus****UNIT-I**

**Introduction to Consumer Behaviour:** Consumer Behaviour: Scope, importance. **Research in Consumer behaviour:** need, scope, types, research process, application of research in consumer behaviour, **Market Segmentation:** meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies. **Individual Determinants of Consumer Behaviour: Motivation:** Nature and Types of Motives, Motivational theories( Maslows and X and Y), **Personality:** Theories, Self and Self image, Consumer **Perception:** Concept and Elements of Perception.

**UNIT-II**

**Consumer Attitude:** Functions of Attitude, **Attitude Theories:**Cognitive Dissonance, Attitude formation. **External Influences on Consumer Behaviour: Group behaviour:** Meaning and types of group, Influence of Reference Groups. **Consumer Decision Making Process:** Personal Influence and Opinion **Leadership:** Process of Opinion Leadership, **Diffusion of innovations:** Diffusion Process, Adoption Process, Introduction to **Consumer Decision Making:** levels, decision making process- pre purchase, purchase and post purchase process, Models of consumer decision-making (Nicosia, Economic, learning)

**Recommended Texts**

- *Schiffman, L. G. and Kanuk, L. L., Consumer Behaviour, Prentice-Hall of India, New Delhi.*
- *Hawkins, D., I., Consumer Behaviour: Building Marketing Strategy, Tata McGraw-Hill Publishing Company Ltd., New Delhi.*
- *Blackwell, Roger D., Miniard, Paul W., and Engel, James F., Consumer Behaviour, South-Western.*
- *Loudon, David. J & Della Bitta, Albert J.; Consumer Behaviour; Tata McGraw Hill Publishing Company Ltd., New Delhi.*
- *Gupta S.L and Sumitra Pal, Consumer Behaviour: An Indian Perspective; Sultan Chand & Sons; New Delhi.*
- *Nair, Suja R; Consumer Behaviour in Indian Perspective ,Himalaya Publishing House; New Delhi.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The course has been designed to make the students aware of the sensitivity of employer-employee relationship.

### Course Syllabus

#### **UNIT-I**

Overview of Industrial Relations: Concept of IR, Nature of IR, Objectives of IR, Evolution of IR in India, Theories of IR, Systems approach to IR. Trade Unionism: Concept of Trade Unions , Functions of Trade Unions , Approaches , Structures of Trade Unions. The Trade Unions Act, 1926: Trade Union, Registration of Trade Unions, Rights and Liabilities of registered trade unions. Grievance Handling: Grievance, Causes/Sources of Grievances, Grievance Redressal Machinery, Legislative Aspects of the Grievance Redressal Procedure in India, Domestic enquiry. The Industrial Disputes Act, 1947: Industry, Workman, Industrial Dispute - methods and authorities for the settlement of industrial disputes, Strikes and Lockouts, Lay off and Retrenchment. Collective Bargaining: Concept, Meaning, Objectives of collective bargaining, Negotiating techniques and skills, Process of collective bargaining, Impact of Collective Bargaining.

#### **UNIT-II**

The Workmen's Compensation Act, 1923: Workman, Employer's liability to pay compensation, Disablement, Amount of compensation. Tripartite and bipartite bodies: Workers Participation in Management. Factories Act, 1948: Factory, Worker, Manufacturing process, Provisions of health, Safety and Welfare, Working hours of adults, Special provisions relating to children, Annual leave with wages. Industrial Relations and emerging scenario: Industrial Relations and technological change, International Labour Organisation (ILO): Objectives and Structure, Future of Industrial Relations Standing Orders Act, 1948: Standing orders, Certification of draft standing orders, Duration and Modification of certified orders. Employee's State Insurance Act, 1948: Contribution, Principle employer, Immediate employer, Different benefits

### Recommended Texts

- Venkataratnam, C.S., *Industrial Relations*, Oxford University Press.
- Mamoria, Mamoria, Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, Mumbai.
- Singh, B.D., *Industrial Relations: Emerging Paradigms*, Excel Books, New Delhi.
- Srivastava S.C., *Industrial Relations and Labour Laws*, Vikas.
- Venkata Ratnam, *Industrial Relations*, Oxford.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 306 Human Resource Development

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

This module is designed to consider the theory and role of human resource planning and development in organizations, and link it to policies and practices required in organizations for effective people management. The module aims to develop knowledge and skill in a range of HRD activities in organizations and to relate these to the professional standards. It covers the practical application of personnel theory.

### Course Syllabus

#### UNIT-I

**Introduction to Human Resource Development:** Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix;HRD interventions; Roles and competencies of HRD professionals; Challenges in HRD.HRD Process: Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

#### UNIT-II

HRD Activities: Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD;HRD Applications and Trends: Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends. International experiences of human resource development. Role of an HRD Professional, Organizing for HRD, HRD strategies (Benchmarking, TQM and Kaizen), Motivational aspects of HRD

### Recommended Texts

- *Randy L. Desimone, Jon M. Werner, and David M. Harris, Human Resource Development, Thomson South-Western Press.*
- *Lawrence S. Kleiman, Human Resource Management: A Managerial Tool for Competitive Advantage, Wiley.*
- *Rao V S P, Human Resource Management, Excel books.*
- *Venkatesh D N, Jyothi P, Human Resource Management, Oxford publications.*
- *Haldar Uday, Sarkar Juthika, Human Resource Management, Oxford publications.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 307 Security Analysis and Portfolio Management

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

This course is an analysis leading to the appraisal and pricing of securities. It discusses the income generating ability of securities, forecasts of trends in the stock and bond markets, fundamental and technical analysis, application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance.

### Course Syllabus

#### UNIT-I

**Investment:** Objectives and Principles, **Risk and Return:** Investment alternatives-Equity Shares, Debentures, **Derivatives:** Futures Contracts & Options contracts. **Securities Valuation-**Valuation models of equity shares. **Security Analysis; Fundamental Analysis:** International environment; Global Economy Overview and Linkages between Global Market and Indian Market. **Economic, Industry and company analysis:** Analysis of financial statements.

#### UNIT-II

**Technical Analysis:** Introduction of Dow Theory, Different types of charts, Concept of trend, Trends Lines. **Portfolio Management:** Concept, Objectives and Significance; Portfolio Theories: Markowitz model, Sharpe model, Capital Asset Pricing model (CAPM), Arbitrage pricing theory. Market Efficiency and Portfolio evaluation and revision techniques.

### Recommended Texts

- *Fischer Donald E., Jordan Ronald J., Security Analysis and Portfolio Management, Prentice hall of India, New Delhi.*
- *V. A. Avadhani, Investment Management, Himalaya Publishing House, Mumbai.*
- *Francis, J.C., Management of Investments, McGraw-Hill Book Company.*
- *Marshall J.F. and Vipul K. Bansal, Financial Engineering-- A Complete Guide to Financial Innovation, Prentice-Hall of India Private Limited, New Delhi, Second.*
- *Frank Reilly Keith Brown Investment Analysis & Portfolio Management, Shroff Publications*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

This course is aimed at providing the basic understanding of financial markets that how the markets are inter-linked, structured and regulated. The course also provides an overview of various financial services, their emerging role, regulations and as to the performance related issues.

### Course Syllabus

#### UNIT-I

**Financial system in India:** An overview structure and growth, major problems and deficiencies. **Financial markets in India :** Money Market in India, Constituents, Regulations and Recent Developments, **Capital Market in India:** Constituents, Regulations and Recent Developments , New Issue Market, Mode of Raising Capital from Primary Market, SEBI Guidelines relating to primary market. **Depository:** Concept, depository participants, functioning of depository systems, process of switching over to depository systems.

#### UNIT-II

**Leasing:** Meaning, types, financial and tax aspects, difference between leasing and hire purchase. **Factoring:** types, legal and financial Aspects, **Forfeiting:** meaning and mechanics, **Mutual Funds:** Meaning, types, constitution & management of MFs, SEBI guidelines relating to MFs. **Merchant Banking in India:** Role and functions, SEBI guidelines relating to merchant banking, **Venture capital:** meaning, characteristics, Modes of venture capital and SEBI guidelines relating to venture capital funds, role of venture capital firms for new entrepreneurs. **Credit rating:** Meaning, types and functions of credit rating agency, process and methodology of credit rating.

### Recommended Texts

- *M.Y. Khan, Financial Services, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
- *L. M. Bhole, Financial Institutions and Markets, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
- *Vasant Desai, Indian Financial System, Himalaya Publishing House.*
- *L.K.Bansal, Merchant banking & Financial Services, Unistar Books Pvt. Ltd.*
- *E Gordon and Natrajan, Financial Markets and Services, Himalaya Publishing House.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 309 Production Planning and Control

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

As the subject has derived greater attention in Business Management thus the students would be made conversant with the tools of PPC which would be useful in coordinating the activities of production system by proper planning and control systems.

### Course Syllabus

#### UNIT-I

Production Planning and Control functions, Types of production systems, **Sales Forecasting:** Forecasting techniques, Forecast errors. **Aggregate Planning:** concept, relevant costs, methods **Material Requirement Planning,** Capacity Planning. **Linear Programming:** Basic concepts, Applications.

#### UNIT-II

**Operations Scheduling:** Forms of schedules, Job shop scheduling, Batch shop scheduling, scheduling for continuous production systems. Inventory models, Inventory control systems.

**Statistical Quality Control Methods:** Process control charts, Process Capability. **Acceptance Sampling:** Operating Characteristic curve, Sampling Plans. **Dispatching and Expediting,** Recording progress and feedback.

### Recommended Texts

- *Elwood S. Buffa, Modern Production/Operations Management, Wiley Series.*
- *Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi.*
- *William S. Messina, Statistical Quality Control for Manufacturing Managers, John Wiley & Sons.*
- *R. Paneerselvam, Production and Operations Management, Prentice-Hall of India, New Delhi.*
- *Adam, Everett E. & Ebert, Ronald J.; Production and Operations Management: Concepts, Models and Behaviour; Prentice Hall of India Private Ltd., New Delhi.*
- *Gaither, Norman, Production and Operation Management, Dryden Press, Thomson Learning, Bombay.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 310 Inventory Management & Control

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective** The objective of this course is to provide the student an appreciation of the crucial role of Inventory and Materials Management in the efficiency, competitiveness, and profitability of a business organization and to introduce the student to the formulation and application of methods and models for Inventory Management.

### Course Syllabus

#### UNIT-I

**Fundamental concepts of Inventory:** Introduction, Functions of inventories, Importance of Inventories in a manufacturing organisation; Types of Inventories, Factors Affecting Inventory Control, Classification of inventories; Codification of inventories; Simplification & Standardization of Inventories; Selective Inventory Control Techniques: ABC, HML, FSN, VED analysis etc., Material Requirement Planning. Inventory Management and Control: Inventory costs concepts, **Inventory Control Concepts:** Lead Time, Re-order point, Requirement of Materials; Safety Stock, Standard Order Quantity, Service Levels; Inventory

#### UNIT-II

Control Models: Static & Dynamic Inventory Control Models; Economic Order Quantity with & without shortages, EOQ under Fluctuating Demand, EOQ with Quantity & Price discounts, Economic Production Quantity, FOQ & FOC Systems, Probabilistic Inventory Control Models.

Inventory Checking & Accounting, Evaluation of Inventory Performance; Materials Handling & Warehouse Management; JIT and Inventory Management, ERP and Inventory Management; Supply Chain Management & Inventory Management; Operations Research in Inventory Control: Application of Linear Programming, Queuing Theory in Inventory Control; Inventory Information Systems, Applications of Computers to Inventory Management & Control.

### Recommended Texts

- *Elwood S. Buffa, Modern Production/Operations Management, Wiley Series.*
- *Kanishka Bedi, Production and Operations Management, Oxford University Press.*
- *Lee J. Krajewski, Operations Management: Processes and Value Chains, Prentice-Hall of India, New Delhi.*
- *Krajewski Lee J. & Ritman, Larry P.; Operations Management: Strategy & Analysis; Pearson Education; New Delhi.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective :** To provide a formal foundation in database concepts and technology. Upon completion, the students should be able to understand different issues involved in design and implementation of a database system.

### **Unit-I**

**Database Management System :** Definition, Characteristic advantages over traditional file processing system, Uses of database, DBA and its responsibilities Database schema, instance. DBMS architecture, data independence, mapping between different levels.

**Database language :** DDL, DML, DCL.

**Data Models:** hierarchical, network, relational.

**Keys :** Super, candidate, primary, unique, foreign.

**constraints:** types of constraints, Integrity constraints,

### **Unit -II**

**Entity relationship model :** concepts, mapping cardinalities, entity relationship diagram, weak sets, strong entity sets, aggregation, generalization, converting ER diagram to tables.

**Relational Algebra :** Basic operations, additional operations.

**Database design :** Functional dependency, decomposition, Normalization, multi valued dependency. Database design process, database protection, database integrity,

### **Recommended Texts:**

1. Date C.J., An Introduction to Database Management Systems, Narosa Publishing House
2. Abraham Silberschatz, Henry F. Korth and S. Sudarshan, Database Management System, McGrawHill.
3. Ivan Bayross, Oracle Developer, BPB Publications, New Delhi.

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



**External Evaluation: 50 Marks**  
**Total Credits:-5**

**Pass marks in external: 20 Marks**

**Learning Objective :** To provide the conceptual and technical knowledge about latest developments in the field of Internet and Web designing. Upon completion, the students should be able to design web pages using basic Web tools.

### UNIT-I

**Introduction to Internet:** WWW, HTTP, Web pages, Web Browsers, URL, Search Engines.

**Introduction to HTML:** HTML tags and attributes paired and unpaired tags, Text-formatting tags-bold, italic, underline, strike, superscript, subscript, font face, font size, font color. Marquee tag, Creating external and internal links, using images as links. Ordered and unordered lists: Lists, unordered Lists, Ordered Lists, Nested Lists, Image Tag and Its Attributes, Using Image as a Link, Image Maps.

**Tables:** Table creation in HTML, Width of the Table and cells, cells spanning multiple row and columns, coloring cells, column specification, presenting information in tables, table attributes.

### UNIT-II

**Forms:** Introduction, form elements, different control types with input Elements, button Elements, textarea Elements, drop down list, action attributes and method attributes.

**Introduction to JavaScript:** Script tag, declaring variables in JavaScript, operators in JavaScript, arithmetic operators, assignment operators, comparison operators, logical operators, conditional operators , Conditional statements, if statement, if-else statement, Introduction to Functions-Inbuilt and User defined functions, Events in JavaScript.

#### Text Book:

1. Beginning HTML and CSS Rob Larsen, Wrox Publications.

#### References:

1. HTML AND CSS: Design and build websites by Jon Duckett, Wrox Publishers.
2. Learning Web Design: A Beginner's guide to HTML,CSS, Javascript and Web Graphics, by Jennifer Niederst Robbins.
3. Beginning Web Programming with HTML, XHTML, and CSS Jon Duckett

#### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## Software Lab based on Web Designing

**Max Marks: 50 Marks**

**Pass marks: 20 Marks**

The setting and evaluation will be done by a board of examiners consisting of Head External Examiner and the teacher(s) involved with the teaching of this paper.

The practical paper will consist of four exercises and the candidates will be required to attempt any three exercises.

**Objective:** To enhance the conceptual and practical skills of the students about design of web pages as well as to give experience needed for entry into the web design and development field.

The breakup of marks for the University Examination will be as under:

Viva-voce:10

Exercises:20

Lab. Record:20

### Practical Based on Paper Web Designing

- Implement HTML Tags, Formatting Tags.
- Implement Different types of List.
- Implement Tables.
- Implement Forms.
- Implement Java Script Functions.

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The course has been developed to acquaint the students with the basic terminology linked with Foreign Exchange markets, measurement of foreign exchange exposure and hedging against such risk.

### Course Syllabus

#### UNIT-I

**International Finance:** Recent trends in the globalised financial markets. **Foreign Exchange Market:** Organization, Spot market and Forward market, Currency Quotes, Spread, Spot rates, Forward rates, Cross rates. Forward Contracts and their significant features, Premium and Discounts. **International Parity Relationships and Forecasting Foreign Exchange Rates:** Exchange Rate Theories (PPP, IRP, IFE). Currency Futures, Currency Options and Swaps.

#### UNIT-II

**Foreign Exchange Exposure and Management, Types of Exposure:** Transaction Exposure, Translation Exposure and Economic Exposure. Measurement of Exposure, Strategies for Exposure Management. Exposure Management Techniques. Parameters and Constraints on Exposure Management. Cost of Capital for Foreign Investments. Capital Budgeting for MNCs. Financing Foreign Trade. Multinational Cash Management. International Taxation .

### Recommended Texts

- *Michael S. Eun and Bruce G. Rusnick, International Financial Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
- *Levi M., International Finance: Financial Management and International Economy, McGraw-Hill, New York.*
- *Shapiro A., Multinational Financial Management, John Wiley & Sons Inc.*
- *Julian Walmsley, The Foreign Exchange and Money Markets Guide, John Wiley & Sons, New York.*
- *Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

The course has been developed so as to acquaint the students with environment, procedural, institutional and decisional aspects of International Marketing.

**Course Syllabus**

**UNIT-I**

**International Marketing:** Nature & Scope of, its differentiation from domestic marketing. Economic environment in International Marketing. Emergence of trading blocks like E. U. and steps/stages involved in their formation (Customs union to common currency). Constraints in International marketing, i.e. Tariff and Non-Tariff Barriers, Fiscal and Non-Fiscal Barriers. Role of International Institutions like IMF, WTO, IBRD. Bilateral agreements.

**UNIT-II**

**India and World trade,** Export & Import policy. Direction and Quantum of India's Exports. Institutional infrastructural framework for export promotion in India, i.e. EPCs, ECGC, Commodity Boards etc. Registration, Production and clearance of goods for exports.

**Shipping and Transportation.** Documentation for Exports. International Marketing mix- identification of markets, International Product life-Cycle, Promotion and Pricing in International marketing. Various forms of International business- Joint-ventures, Turnkey projects.

**Recommended Texts**

- *Onkvisit, Shaw, International Marketing-Analysis and Strategy, Prentice-Hall of India, New Delhi.*
- *Subash C. Jain, International Marketing, Thomson Learning, Mumbai.*
- *Philip R. Cateora and John L. Graham, International Marketing, McGraw Hill Company.*
- *Oak Onkvisit And J.J. Shaw, International Marketing, Prentice Hall of India, New Delhi.*
- *S.J. Paliwoda And M.J. Thomas, International Marketing, Butter Worth-Heinemann, Oxford.*
- *S. Majaro, International Marketing, A Strategic Approach To World Markets, George Allen And Unwin, London.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The objective of this course is to introduce students to the basic scope, benefits and types of retailers; and understand the steps involved in designing an appropriate retail organization structure.

### Course Syllabus

#### **UNIT-I**

**Retailing**-Definition and Scope. **Benefits of Retailing:** Benefits to Customers, Benefits to manufacturers and wholesalers, Benefits to the economy. **Evolution of Retailing**-Factors behind the change of Indian retailing industry. Retail information system. **Theories of Institutional Change** - Wheels of Retailing, Dialectic Process, Retail Accordion, Natural Selection.

#### **UNIT-II**

**Classification of Retailers** – Store-based retailers, Non-store Retailer. **Retailing Environment** - Economic environment, Legal environment, Technological environment, Competitive environment. **Designing a Retail Organization Structure** - Defining Organisational objectives, Identifying Organisational tasks. **Forms of Retail organization** – levels of organization. **Retail Organization Structures** - Independent store organizational structure, Department store organizational structure, Chain store organisational structure.

### Recommended Texts

- *Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi.*
- *Michael Levy M. and Barton A. Weitz, Retailing Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
- *Lamba A. J., The Art of Retailing, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
- *David Gilbert, Retail Marketing Management, Pearson Education, New Delhi.*
- *Dunne, Retailing, Thomson Learning, Bombay.*
- *Levy, Michael & Weitz, Barten W, Retailing Management, TMH, N.Delhi*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Learning Objective**

The objective of this course is to make students aware about the Importance of store management so that they can handle the retail operations efficiently and effectively.

**Course Syllabus**

**UNIT-I**

**Store Management** - Role of store managers, managing the store personnel, minimizing the cost of the retail store, managing the buying and selling activities, providing customer service. **Cost Controls** - Labour scheduling, store maintenance, Reducing inventory shrinkage, Detecting and Preventing shop lifting. **Introduction** - Creating a Store Image. Creating a Buying Environment. **Store Exteriors** - Marquee, Entrances, Door types, Walkways, Display windows, Size of the building, Colours and Materials.

**UNIT-II**

**Stores Interiors** - Managing space, **Merchandise Presentation Techniques** – Store Layout, Visual Merchandising, Atmospherics. **Store Security** - Customer theft, Employee theft, Supplier pilferage. Selecting the Store Location. **Marked Area Analysis** - Factors Affecting Attractiveness of Market Areas and Trade Areas Demographic, Economic, Cultural, Demand, Infrastructure, Estimating Sales Potential-Area sales activities, Level of competition. Trade Area Analysis-Size and shape of trade areas, Measurement and definition of the trade area.

**Recommended Texts**

- *Varley R. and Rafiq M., Principles of Retail Management, Palgrave Macmillan, New York.*
- *Patrick M. Dunne and Robert F. Lusch, Retailing, Thomson South Western Publisher, Cincinnati.*
- *Dobler & Burt, Purchasing & Supply Management : Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.*
- *Nair, Purchasing and Material Management, Vikas Publishing House, New Delhi.*
- *Gopalakrishnan, P. & Sundarshan, M, Materials Management : An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 317 Agribusiness Management

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The course aims to disseminate the students with the basic concepts of Agribusiness Management and the marketing management of agribusiness. It will further also explore the students in context to the financial management and human resource concept of the agribusiness also.

### UNIT-I

**Agribusiness management:** Scope, functions and tasks, **The business of agribusiness:** key functions, its dimensions, Food production and marketing system. Three primary sector of the food system: the food sector, the production agriculture sector, the input supply sector. **Managing the agribusiness:** features, four key tasks of agribusiness manager; planning, organising, directing, controlling. **Economics for agribusiness managers:** Introduction, macroeconomics, microeconomics, economics of market, elastics of demand. **Agribusiness management: organization and context. Organisation of agribusiness:** Factors influencing choice of business form, Sole proprietorship, Partnership, the corporation, cooperatives, limited liability companies, strategic alliances. **International agribusiness:** benefits, opportunities, trends in international agribusiness, challenges, entering international markets. **Marketing management for agribusiness:** Strategic market plans; components of strategic marketing plan, SWOT analysis, market segmentation, positioning. The marketing mix, tools for marketing decision in agribusiness.

### UNIT-II

**Financial Management for agribusiness. Understanding financial statement;** importance of financial management, accounting process, financial statements. **Analysing financial statements.** Financing the agribusiness; tools for evaluating operating decisions, tools for evaluating capital investment decision. **Operation management for agribusiness. Production planning and management;** issues in operation management, capacity planning, layout planning, **Supply chain management for agribusiness;** importance of SCM, objectives, its functions, **Human Resource management for agribusiness, Managing organizational structure;** formal organization, informal organization, leadership styles, MBO, motivation and its theories. **Managing human resource in agribusiness;** Scope of HRM, its functions.

### Recommended Texts

- *Parmeshwar Singh, A Textbook Of Agri Business Management ;Neha Publishers & Distributors*
- *Dr. K.P Sinha; Agribusiness Management, Neha Publishers & Distributors.*
- *Freddie L. Barnard : Agribusiness Management (Routledge Textbooks in Environmental and Agricultural Economics)*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 318 Agricultural Marketing

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The contents of this syllabus will help the students to understand the functions performed by the agricultural marketing system and generate awareness of current issues and trends in agricultural markets.

### UNIT-I

**Agricultural marketing:** Definition, need for understanding, scope, new role of agricultural marketing, differences in marketing of agricultural and manufactured goods. **Markets and market structure:** classification of Agriculture markets, meaning of market structure, its components, dynamics of market structure. **Packaging:** meaning of packing and packaging, advantages of packaging, packing material and new inventions in packaging. **Sale of Agricultural Produce:** Under Cover System, Open Auction System, Sale By Private Agreement, Dara Sales, Closed Tender System.

### UNIT - II

**Agricultural Pricing :** Need , Objectives Of Price Policy, Fluctuations In Agricultural Prices, Effects Of Fluctuations In Agricultural Prices, Price Policy Of Government, Features Of New Agriculture Policy, Effects Of Agricultural Price Policy. **Problems of Agriculture Marketing :** concept, recommendations to solve these problems, Government Measures to improve Agricultural Marketing. **Marketing Channels:** Distribution Channels, Marketing Agencies and Marketing Institutions **Transportation of farm products:** means of transport, Functions of transportation, its advantages, transportation methods. problems in transportation of agricultural commodities, suggestion for improvement.

### Recommended Texts

- *Acharya and Aggarwal: Agriculture marketing in India; Oxford and IBH Publishing.*
- *K.K Tiwari: Agricultural marketing- New Trends and Techniques; D.N.D Publications.*
- *Jaico and Ramaakishen: New Perspectives in Rural Agricultral Marketing.*
- *Verma, Jiloka and Mandel: Rural Agriculture and Marketing; Deep & Deep Publication.*
- *Jagdish Prasad and Arbind Prasad: Indian Agricultural marketing; Mmittal publications.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



**319 Summer Internship Project assessment**

**Internal Evaluation: 100 Marks**

**Pass marks in internal: 40 Marks**

**Total Credits:-1**

Every student will have to submit summer training project report within one week of completion of training and to present a seminar on project report where each student is required to face a board composed of nominee of head of the department and one internal examiner.

**320 Seminar on Recent Govt. Initiatives**

**Internal Evaluation: 100 Marks**

**Pass marks in internal: 40 Marks**

**Total Credits:-2**

Every student will have to present a seminar on various initiatives taken by government for the development of business in India. NGT policies, schemes of NITI Aayog, Start Up India, Make Up India, role of NIC-CERT, Digital India, e-RaKAM, Aaykar Setu, Smart India Hackathon, Mahila E-HAAT.

## 401 Organisational Development & Change

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The objective of the subject is to blend theories, concepts and applications in a comprehensive and clear presentation. The course works from a strong theoretical foothold and apply behavioral science knowledge to the development of organizational structures, strategies, and processes.

### Course Syllabus

#### UNIT-I

**Organisational Change:** forces of change, significance and importance of change, nature of change, process of organisational change, coping strategies for change, resistance to change, managerial options for implementing change, guidelines facilitating change. Organisational Effectiveness and Excellence. **Organisational Change Management:** management organisational change, leadership and organisational change, Technology Management, attitude measurement for change, organisational culture and change ,TQM practices and organisational change, knowledge management and change. **Introduction to Organisational Development:** Definition, need, assumptions, historical development, issues, and future of OD: Models and theories and planned change. Process of OD, issues in consultant-client relationship.

#### UNIT-II

**OD Interventions:** definition, classification and selection of OD interventions, Approaches and models, Planning interventions; human resource management intervention, Team interventions; Human process interventions, Technical interventions. Inter group and Third party peacemaking interventions, Comprehensive interventions, Structural interventions, personal interventions, strategic change interventions Future of OD, Research on OD.

### Recommended Texts

- *Thomas G. Cummings and Christopher G. Worley, Organization Development and Change, Thomson South-Western.*
- *Nilakant V, Managing Organisational Change, Sage Publications Chennai.*
- *Abad, Ahmed, Developing Effective Organization, Sri Ram Centre for Industrial Relations, New Delhi.*
- *French, Bell, Vohra, Organization Development, Pearson publication.*
- *Burke Warner, Organization Change, sage publications.*
- *Anderson Donald, Organization Development, sage publications.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## **402 Research Project Report in Major Areas of Specialisations**

**External Evaluation: 200 Marks**

**Pass marks in external: 80 Marks**

**Total Credits:-4**

The report will be prepared by the student under the guidance of respective project guide allocated by the college in their major area of specialisation. Prepared report will be sent for external evaluation.

## **403: Seminar on Project Report**

**Internal Evaluation: 100 Marks**

**Pass marks in internal: 40 Marks**

**Total Credits:-2**

Every student will have to present a synopsis, a midterm progress report and seminar on the project report where each student is required to face a research board composed of Head of the Department, one internal examiner, respective teacher guide & the principal/director of the college or his nominee.

Instructions:

1. The synopsis will carry 20 marks. It should be submitted within one week of commencement of classes.
2. Midterm progress report will carry 30 marks.
3. Seminar will carry 50 marks.

## **404: Viva on Project Report**

**External Evaluation: 100 Marks**

**Pass marks in external: 40 Marks**

**Total Credits:-1**

Every student will have to appear for Viva at the end of the semester. This Viva-Voce examination is based on the project report where each student is required to face a board composed of one external examiner, one internal examiner & the principal/director of the college or his nominee

## 405 Marketing Research

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The basic objective of the subject is to find out the solutions of number of questions, that need to be answered and the number of decisions, that need to be made with respect to the choice of techniques to be used to solve a research problem.

### Course Syllabus

#### UNIT-I

**Marketing Research:** Nature, Scope and Concept of Marketing Research, Marketing Research Process, Marketing Research and MIS, Marketing Decision Support Systems, **Product research:** introduction, new product development process. **Research Designs:** Introduction, Exploratory, Descriptive and Causal Research. **Data Collection Methods:** Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire. **Sampling Decisions:** Basics, Methods/Techniques and Determination of Sample Size.

#### UNIT-II

**Measurement Process:** Measurement in Marketing, Difficulties in Measurement, Concepts of Validity and Reliability. Thurston Scale, Likert Scale, Paired Comparison Scale, Semantic Differential Scale and Multi-Dimensional Scale (MDS). **Multivariate Analysis:** Factor Analysis, Discriminant Analysis, Cluster Analysis and Conjoint Analysis. **Report Writing** and Presentations, Use of Statistical Package for Social Sciences (SPSS) in Marketing Research, Applications of Marketing Research: Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

### Recommended Texts

- *Lacabucci, Marketing Research, Thomson Publications, Mumbai.*
- *Kinner, T.C. and Taylor, J.R., Marketing Research: An Applied Approach, McGraw-Hill, New York.*
- *Green, Tull and Album, Research for Marketing Decision, Prentice-Hall of India, New Delhi.*
- *Kothari C. R., Research Methodology Methods & Techniques (New Age International Publishers.*
- *Panneer Selvam, Research Methodology, Prentice Hall of India.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 406 DIGITAL MARKETING

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

**Objective:** The objective of the course is to develop in the students an appreciation of the concept of digital marketing. The course exposes the students to a strategic approach to digital marketing and various techniques used in it. It focuses on the digital environment, online buying behavior and the social media. It makes the students aware of marketing programs and strategies in the era of online relationship marketing.

### UNIT-I

Overview and Introduction to Digital Marketing: Fundamentals of digital marketing, nature and scope of internet for marketing, Techniques of E-marketing, strategic approach to digital marketing, Types of E-markets, differences between traditional and digital marketing communications, E-Marketing Mix Strategy, Digital Environment: Different environment components, marketplace and market space, Online consumer behavior, Segmentation, targeting and positioning for E-Markets, Community marketing and social network, Facebook, Twitter and LinkedIn.

### UNIT-II

Digital Strategy Development: Digital marketing strategy, strategic goal setting, strategy formulation and implementation, Internet marketing and advertising, Direct and Email marketing, Relationship marketing using the internet, E-CRM and approaches to its implementation, Implementation and Practice of Digital Marketing: Delivering the online customer experience, researching requirements, designing the user experience, service quality, interactive marketing communications, offline and online promotion techniques, Search engine optimization, viral marketing, E-Payment System, challenges in digital marketing, Mobile marketing, E-Commerce.

### **Recommended Books:**

- *Judy Strauss; Raymond Frost- E-MARKEING , PHI.*
- *Chaffey, Dave; Ellis-Chadwick, Fiona; Johnston, Kevin and Mayer, Richard, Internet Marketing Strategy, Implementation and Practice, Pearson-Dorling Kindersley (India)*
- *Ryan, Damien and Jones, Calvin, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Publishing,*
- *Wind, Jerry and Mahajan, Vijay, Digital Marketing, John Wiley & Sons,*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.

- Class Participation and Attendance to be of 10 marks.

## 407 Marketing of Services

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

The objective of this course is to introduce the learner to the service sector management in an organization and to the process providing the service. To this end, we will understand the strategic role of services marketing and develop the ability to define and analyze the problems dealt with by managers.

### Course Syllabus

#### UNIT-I

**Service Marketing:** Emergence, Nature, Scope and Concept of Services Marketing, Difference in Goods and Services Marketing and **Relationship Marketing:** Concept, Benefits and Strategies, Services Market Segmentation, Targeting and Positioning. The Service Classification, Service Product Development. Consumer Behaviour in Services, Customer Expectation of Services, Customer Perception of Services, Service Mix in Services Marketing (Financial Services, Hospitality, Education ,Personal Care ,Tourism), Internal Marketing

#### UNIT-II

**Service development and design:** Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Servicescapes: types, role and its effect on behaviour. Pricing of services: Pricing approaches, Pricing Strategies, Improving Service Quality and productivity: Integrated gaps model of service quality, Prescriptions for closing quality gaps

### Recommended Texts

- Zeithmal, V. A. and Bitner, M. J., *Services Marketing*, Tata McGraw-Hill Publishing Company Ltd., New Delhi.
- Lovelock, Christopher H., *Services Marketing: People, Technology, Strategy*, Pearson Education, New Delhi.
- Shankar Ravi, *Service Marketing*, Excel Books, New Delhi.
- Christopher Lovelock, *Service Marketing: People, Technology, Strategy*, Pearson Education, N.Delhi.
- Valarie A. Zeithaml and Mary Jo Bitner, *Service Marketing: Integrating Customer Focus Across the Firm*, Tata McGraw Hill, N.Delhi.
- Rampal, M.K. and Gupta, S.L., *Service Marketing*, Galgotia Publishing Co, N.Delhi.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 408 International Logistics

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

### Course Syllabus

#### UNIT-I

**Physical Distribution:** Nature and scope of logistics, defining physical distribution and understanding its activity centers. Physical Distribution and its relationship with marketing and material management. Geo-market dynamic logistical operation. Physical distribution and elements of Inventory: Inventory costs; concept of EOQ, Safety Stock. **Transportation & Physical distribution:** Different transportation modes and their pros and cons. Freight rate structure and road transportation. Sea & Air cargo-tariff structure.

#### UNIT-II

**Practices and procedures** of their operation and services provided by them. Intermodal transportation. **Containerisation's** concept and its operation. Interstate tariffs and documentation. Pricing and related services. Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. **Organisation and Control** for physical distant Information system for P.D. Information system in Logistics.

### Recommended Texts

- *Bowersox Donald J., Logistical Management, Macmillan Publishing Co.,Inc., New York.*
- *Martin Christopher, Logistics and Supply Chain Management, Pearson Education, New Delhi.*
- *David Taylor, Manufacturing Operations & Supply Chain Management, Vikas Publishing House, New Delhi.*
- *Khanna K.K., Physical Distribution Management : Logistical Approach, Himalaya Publishing House, N.Delhi,*
- *Chopra, Sunil & Meindl Peter, Supply Chain Management: Strategy, Planning & Operation, Pearson Education, New Delhi.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## 409 Rural Marketing

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

This paper aims to provide students with an insight in to the concepts of rural Marketing and study of rural markets.

### Course Syllabus

#### UNIT-I

Nature and scope of rural marketing with special reference to India. Buying Behaviour in Rural Markets. Rural Marketing Information system. Exploring the rural markets. Rural Communication. Rural large format retail stores. Rural Marketing Strategies with special reference to: Rural Market segmentation.

#### UNIT-II

Study of Rural Markets with special reference of Product Strategies. Pricing Strategies. Distribution Strategies. Promotion Strategies. Marketing Communication in Rural Markets. Marketing Research, its need, scope and process. Information technology for rural markets.

### Recommended Texts

- *Dogra Balram, Rural Marketing: Concepts and Practices, Tata Mc-Graw Hill, New Delhi*
- *Ruchika Ramakrishnan, Rural Marketing In India: Strategies And Challenges, New Century Publications.*
- *Arora, R. C. Integrated Rural Development, Scharnd, New Delhi.*
- *Desao, Vasat. Rural Development, Himalaya, Bomabay.*
- *Mishar, S. N. Politics and Society in Rural India, Inter India, Delhi.*
- *Porter, Michael, E. Competitive Strategy. Free Press, New York.*
- *Rudra, Ashok. India Agricultrual Economics. Myths and Realities Allied, New Delhi.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Objective:** To build an understanding of the fundamental concepts of data communication and computer networks. Upon completion, the students should be able to understand various types of computer network protocols.

### **Unit-I**

**Introduction:** Data Flow, Network Categories; Reference Model: OSI, TCP/IP and their comparison.

**Physical Layer:** Concept of Analog & Digital Signal; Data rate limits: Nyquist formula, Shannon Formula; Multiplexing; Transmission media, wireless transmission, Switching.

**Data Link Layer:** Error correction & Detection, Medium Access Sub layer: Channel Allocation;

**Random Access:** ALOHA, CSMA protocols; Controlled Access: Polling, Reservation, Token Passing; Examples of IEEE 802.3, 802.11 standards.

**Network Layer:** Logical Addressing: IPv4 and IPv6; Routing algorithms; Congestion Control

**Transport Layer:** Addressing, flow control & buffering, multiplexing and demultiplexing, crash recovery; transport service, elements of transport protocols; Example transport protocols: TCP and UDP.

**Application Layer:** World wide Web; Domain Name System; Simple Network Management Protocol; Electronic Mail.

### **Unit-II**

**Network Security:** Introduction , The OSI Security Architecture, Security Attacks, Security Services, Security Mechanisms, A Model for Internetwork Security, Internet Standards the Internet Society, Symmetric key cryptography, DES, Triple DES, AES, and other symmetric ciphers, block cipher modes of operation.

**Number theory:** prime numbers, Chinese remainder theorem, discrete logarithms; RSA, key management; Public-key cryptography principles; Authentication requirements, message authentication functions and secure hash algorithm, Diffie Hellman. Intruders and intrusion detection, password management; Malicious software, viruses, worms and related threats; Firewalls and their design principles, trusted systems.

#### **Suggested Readings:**

1. Andrew S. Tanenbaum: Computer Networks, Pearson Education.
2. Behrouz A Forouzan: Data Communication & Networking, 4th edition, Tata McGraw Hill.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks**

**Objective:** To build an understanding about the development of web application using server side programming language. Also to perform hands on practice to build dynamic Web pages using MySQL database.

**Unit- I**

**Introduction to PHP:**PHP introduction, inventions and versions, important tools and software requirements(like Web Server, Database, Editors etc.) PHP with other technologies, scope of PHP Basic Syntax, PHP variables and constants Types of data in PHP , Expressions, scopes of a variable (local, global)

**PHP Operators :** Arithmetic, Assignment, Relational , Logical operators, Bitwise , ternary and MOD operator. PHP operator Precedence and associativity.

**Handling HTML form with PHP:**Capturing Form Data GET and POST form methods Dealing with multi value fields Redirecting a form after submission.

**PHP conditional events and Loops:**PHP IF Else conditional statements ( Nested IF and Else) Switch case, while ,For and Do While Loop Goto , Break ,Continue and exit.

**Unit -II**

**PHP Functions:**Function, Need of Function , declaration and calling of a function PHP Function with arguments, Default Arguments in Function Function argument with call by value, call by reference Scope of Function Global and Local.

**String Manipulation and Regular Expression:** Creating and accessing String , Searching & Replacing String Formatting, joining and splitting String , String Related Library functions Use and advantage of regular expression over inbuilt function Use of preg\_match(), preg\_replace(), preg\_split() functions in regular expression.

**Array:** Anatomy of an Array ,Creating index based and Associative array ,Accessing array Looping with Index based array, with associative array using each() and foreach() Some useful Library function.

**Text Book:**

1. Beginning PHP 5.3 by Matt Doyle

**References:**

1. WordPress 24-Hour Trainer, 3rd Edition by George Plumley
2. Beginning PHP 6, Apache, MySQL 6 Web Development by Timothy Boronczyk, Elizabeth Naramore, Jason Gerner, Yann Le Scouarnec, Jeremy Stolz

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## Software Lab Based on PHP

**Internal Evaluation: 50 Marks**

**Pass marks in internal: 20 Marks**

**Objective:** To enhance the conceptual and practical skills of the students about development of Web applications using server side programming language PHP and to provide hands on practice to build dynamic Web pages using MySQL database.

During the Software lab. (Based on PHP) the students are required to maintain file record of the practical programs and required to attend the internal viva. The breakup of marks for the software lab. will be as under:

Viva-voce:10  
Exercises:20  
Lab. Record:20

1. Create a PHP page using functions for comparing three integers and print the largest number.
2. Write a function to calculate the factorial of a number (nonnegative integer). The function accept the number as an argument.
3. WAP to check whether the given number is prime or not.
4. Create a PHP page which accepts string from user. After submission that page displays the reverse of provided string.
5. Write a PHP function that checks if a string is all lower case.
6. Write a PHP script that checks whether a passed string is palindrome or not? ( A palindrome word, phrase, or sequence that reads the same backward as forward, e.g., madam or nurses run)
7. WAP to sort an array.
8. Write a PHP script that removes the whitespaces from a string. Sample string : "The quick " " brown fox Expected Output : The Quick""brown fox

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Objective:** To build an understanding about the software development life cycle and to provide a professional guidance to apply current theories, models and necessary techniques of software engineering. Upon completion, the students should be able to understand ethical and professional issues important for software engineers.

### **Unit-I**

**Introduction:** Evolution Software Engineering, Software Crisis, Trends in Software Engineering.

**Software Life Cycle Models:** Use of models, Waterfall Model, Iterative Waterfall model, Prototype Model, Evolutionary Model, Spiral model, Comparison of models

**Software Project Management:** Project Planning, Project size estimation and Technique, COCOMO Model, Scheduling, Staffing, Risk management.

**Requirements Analysis and Specification:** Requirement Gathering and Analysis, Software requirement Specification Document, Functional requirement, Non Functional requirement, Organization of SRS Document.

**Software Design:** characteristics of Good software design, Design Principles:- Modularity, Cohesion, coupling.

**Function Oriented design:** Structured Analysis, Data Flow Diagram, Structure Charts.

### **Unit -II**

**Object Oriented Design using UML:** Object oriented concepts, Unified Modeling Language, UML Diagrams, Class diagrams, State diagrams, Interaction Diagram

**User Interface Design:** Characteristics of Good User interface, Types of User interface, GUI Development

**Coding:** Coding Standards and Guidelines, Code Review, Software Documentation

**Testing:** Error, Failure, Test case, Test Suite, Levels of Testing, Unit testing, Black Box testing, White Box Testing, Integration Testing, System Testing.

#### **Text Book:**

1. Rajib Mall, "Software Engineering", PHI Publication.

#### **References:**

1. P. Jalote, "An Integrated Approach to Software Engineering", Narosa Publications.
2. Roger.S.Pressman," Software Engineering-A practitioner's Approach", 3rd edition, McGraw-Hill.

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks**

**Objective:** To make student able to build an understanding of the fundamental concepts of ERP systems, their architecture, and working of different modules in ERP. Students will also able to develop and design the modules used in ERP systems, and can customize the existing modules of ERP systems.

**UNIT - I**

**Enterprise Resources Planning:** Evolution of ERP- MRP and MRP II - problems of system island's need for system integration and interface- early ERP Packages - ERP products and Markets - opportunities and problems in ERP selection and implementation; ERP implementation identifying RP benefits team formation- Consultant intervention - Selection ERP- Process of ERP implementation. Managing changes in IT organisation- Preparing IT infrastructure- Measuring benefits of ERP.

**Integrating with other systems:** The emergence of reengineering concept- concept of business process rethinking of processes identification of reengineering need -preparing for re-engineering- implementing change- change management - BPR & ERP.

**UNIT- II**

**Supply Chain Management:** The concept of value chain differentiation between ERP and SCM- SCM for customer focus- need and specificity of SCM. SCM scenario in India- products and markets of Sehl- issue in selection and implementation of SCM solution- CRM solutions;

**E- Business:** Introduction to 1-Net technologies- Evolution of E-Commerce, EDI and EBusiness -business opportunities basic and advanced business models on internet- internet banking and related technologies- security and privacy issues- technologies for E- Business. Future and Growth of E- Businesses.

**Recommended Texts**

1. Langenwalter, A. Gary, Enterprise Resources Planning and Beyond. St.Lucie Press, USA. Alexis, Leon, ERP Demystified. Tata McGraw Hill. Mahadeo Jaiswal and Ganesh Vanapalli, Textbook of Enterprise Resource Planning, Macmillan Publishers India.
2. S Parthasarathy, Enterprise Resource Planning- Managerial & Technical Perspective, New Age International.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Overview**

The basic objective of this course is to acquaint the students of finance with the working, performance and regulations of commercial banking, development finance, and investment finance and about the various risks faced by financial institutions.

**Course Syllabus**

**UNIT-I:**

**Financial Institutions in India:** An overview, types and their role in economic development, **Banking system in India:** An overview, structure of Indian banks: public, private and foreign banks, their role and performance, banking sector reforms in India. **Micro-Financing:** concept, models, and its role in poverty alleviation. **Non-Banking Finance Companies (NBFCs):** Introduction, evolution, progress and growth, regulatory framework, problems and prospects.

**UNIT- II:**

**Insurance Industry in India:** evolution, growth, insurance sector reforms. **An overview of risks faced by FIs:** types of risk, credit risk, liquidity risk, interest rate risk, market risk, foreign exchange risk, technology and operational risk.

**Recommended Texts**

- Anthony Saunders and Marcia Million Cornett, *Financial Markets and Institutions*, Tata McGraw-Hill Education Private Limited.
- L.M. Bhole, *Financial Institutions and Markets*, Tata McGraw-Hill Publishing Company Limited.
- R.M. Srivastava, *Management of Indian Financial Institutions*, Himalaya Publishing House, Mumbai.
- Khan M.Y., *Indian Financial System*, Tata McGraw-Hill Publishing Company Limited, New Delhi.
- Meera Sharma, 'Management of Financial Institutions' Prentice Hall of India.
- Bharati V. Pathak, 'The Indian financial system- Markets, Institutions and Services' Pearson Education.
- John C. Hull, 'Risk Management and Financial Institutions', Tata McGraw Hills.

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Learning Objective**

Objective: The purpose of this paper is to make students understand the applications of banking and insurance operations in the business.

**Course Syllabus****UNIT-I**

Introduction to Banking ; Basic Concepts: Origin, Need, Types, Scope and Functions of Banking, Types of relationship between banker and customer , Bankers obligations to customers. Customers` accounts with banks, Banking Operations -Types of accounts - Banking Services - Current Scenario, Financial Inclusion and Banking Regulations & Role of RBI. KYC norms and operation. Retail Banking- Products, Opportunities; Wholesale Banking, Products; International Banking, Requirements of Importers & Exporters, Remittance Services; Universal Banking; ADRs; GDRs; Participatory Notes. Introduction to Risk Management; Basel I, II & III Accords

**UNIT -II**

Introduction to Insurance Understanding Risk - Kinds of business risks - Need and Scope of insurance - Evolution of. insurance - Principles of insurance - Types of insurance and policies - Risk and Return relationship. Insurance Business Environment in India Growth of Insurance Business -Actuarial Role - Claim and Settlement Procedures - Insurance Regulations Role of IRDA. Bancassurance- concepts , critical issues , functional aspects , Indian Scenario, Future Prospects , Insurance Accounting , Financial Analysis and valuations, Solvency and performance measures.

**Recommended books:**

- *L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill*
- *Sunderaram and Varshney. "Banking Theory, Law and practice" Sultan Chand & Sons, New Delhi.*
- *Koch W, Timothy, & S. Scott. "Bank Management" Thomson, New Delhi,*
- *Gordon & Natrajan, Banking (Theory, Law and Parctice) Himalaya Publishing*
- *Agarwal, O.P. Banking and Insurance, Himalaya Publishing*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Learning Objective**

The objective of this course is to develop the ability in the students to gain knowledge, insights and analytical skills related to how a firm's manager can go about designing, implementing, and using planning and Control systems to implement firm's strategies.

**Course Syllabus****UNIT-I**

**Management Control systems:** Basic concepts and domain of Management control, designing the Control process and Managerial controls. **Management control Environment:** understanding strategies. **Organizational Context of Management controls:** formal and Informal control systems. **Responsibility Centers:** An Overview, Expense Centers, Engineered expense centers, Discretionary expense centers and their control characteristics, Revenue Centers, Profit Centers, Investment Centers.

**UNIT-II**

Transfer pricing: meaning and methods. Structure of Analysis: Measures of assets employed, EVA vs. ROI. Budget Preparation: Process, behavioral aspects. Analyzing Financial Performance reports. Performance Measurement systems: Balanced Scorecard, Concept, Implementing Performance Measurement systems, Difficulties in implementation. Management Control of Multinational Companies. MCS in service & non-profit organizations: characteristics, professional service organizations, financial service organizations, healthcare organizations, non-profit organizations.

**Recommended Texts**

- *Robert N. Anthony and Vijay Govindarajan, .Management Control Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
- *Joseph A. Maciariello and Calvin J. Kirby Management Control Systems, Prentice-Hall of India, New Delhi.*
- *Management Control Systems – Anthony and Govindrajana*
- *Management Control Systems – P. K. Sinha*
- *Management Control Systems – Jayant Oke & S. M. Inamdar*
- *Management Control Systems – Gautam Pherwani*
- *Management Control System by – Dr.N.M. Vechlekar*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

The basic objective of this course is to acquaint the students with the concept of working capital, its overall management, the various constituents of working capital and their management, determining and financing working capital requirements.

**Course Syllabus**

**UNIT-I**

**Working Capital Management:** Concept, Importance, Principles and Characteristics of current assets, optimum levels of current assets. Working capital leverage. Determination of working capital needs, factors affecting size of working capital, Banker's appraisal of working capital proposals and restrictions under working capital advances. **Financing of Working Capital:** Cash credit advances & overdraft, letter of credit, unsecured and secured borrowing, concept of security and margin. Trade credit, Accrued expenses and deferred income, commercial papers, Cost and Risk of short-term versus long-term debt

**UNIT-II**

**Management of Cash:** Objectives of Cash Holding, Cash planning. Cash Budget, Forecasting Cash Flows and Sources of uncertainty in cash forecasting, hedging cash flow uncertainties. Management of surplus cash. Cash Management Models. Management of Inventory; ABC Analysis, Safety stock, Reorder Points, Perpetual Inventory System, Inventory Valuation, Advances in Inventory Management. **Management of Receivables:** Objectives of trade credit, factors affecting credit decisions, credit terms, analysis and control of credit, Collection management.

**Recommended Texts**

- *James C. Van Horne, Fundamentals of Financial Management, Prentice Hall of India Private Ltd., New Delhi.*
- *Prasanna Chandra, Financial Management: Theory and Practice, Tata McGraw-Hill Publishing Company Limited, New Delhi.*
- *Khan and Jain, Financial Management: Text and Problems, Tata McGraw-Hill Publishing Company Limited, New Delhi.*
- *Bhalla, I V K, : Working Capital Management, Text and Cases. Delhi, Anmol.*
- *Smith, Keith V. and G. W. Gallinger : Readings on Short- term Financial Management.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 419 Corporate Tax Planning

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### Learning Objective

The basic objective of this course is to explain the students with the concept of corporate tax planning. The syllabus will help the student's to learn about the various concepts concerning to the tax planning and its organization. It will also fulfill the student's requirements regarding measuring of tax planning also.

### Course Syllabus

#### **UNIT-I**

Basic framework of Direct Tax Law India. Computation of Total Income and Tax Liability under the Income Tax Act, 1961. Concept of Tax Planning, Tax management, Tax Avoidance, Tax Evasion. Types of companies, Residential status of companies and tax incidence, Tax Liabilities of company and Minimum Alternate Tax. Deductions available to corporate assesses. Tax planning with reference to setting up of a new business: Location of Business, nature of business, Form of organisation. Tax planning with reference to financial management decision - Capital structure, dividend and bonus shares.

#### **UNIT-II**

Tax planning with reference to specific management decisions - Make or buy; own or lease; repair or replace Tax planning with reference to receipt of insurance Compensation Tax planning with reference to distribution of assets at the time of liquidation. Tax planning with reference to business restructuring – Amalgamation, Demerger, Slump sale. Tax Planning with regard to specific management decisions, Make or Buy, Own or Lease, Modernization/ replacement ,repair, renewal closure or continuance Deduction of tax at source ,Advance payment of Tax ,Rules regarding filing of return of Income; e-filing of return of Income of Corporate Assesses.

### Recommended Texts

- *V.K.Singhania, Direct Taxes, Taxmann Publication (P )Ltd. , Delhi.*
- *Lakhotia R.N., Income Tax Planning Handbook, Vision Books, New Delhi, Latest ,.*
- *Ahuja, G K & Gupta Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.*
- *Ilengar, A C. Sampat Law of Income Tax. Allahabad, Bharat House.*
- *Kanga, J B and Palkhivala, N A. Income Tax. Bombay, Vol. 1-3, N.M. Tripathi.*
- *Ranina, H.P. Corporate Taxation: A Handbook, New Delhi, Oriental Law House.*
- *Singhania, V K. Direct Taxes: Law and Practice. Delhi, Taxman.*
- *Srinivas, E A. Handbook of Corporate Tax Planning. New Delhi, Tata McGraw, Hill.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 420 INTERNATIONAL FINANCIAL MANAGEMENT

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

The objective of the course is to provide the student with a thorough understanding of the structure of international financial system, financial markets and instruments that are in use in those markets and to enable students to understand finance in global settings.

### Course Syllabus

#### UNIT-I

**International Finance:** Concept and role of international finance manager in an MNC; International Financial Environment, International transaction and financial market, trade and capital flows; **International Financial System:** Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; **Financial Instruments:** GDR, ADR, Euro Issues, CP and ECBs. **Multinational Firm:** Its rationale goals, constraints; **Financial operations of MNCs:** Sources and Investment channels, **Multinational Capital Budgeting**—Significance and various techniques

#### UNIT-II

**Cost of Capital** and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of exchange rate, Foreign exchange risk and exposure; other risks exposures in International Investments, Managing various risks and exposures., **Managing Multinational fund flows:** International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation. Country Risk Analysis, Cost of Capital and Capital Structure of Multinational corporate, International Investment Management, International Mergers and Acquisitions.

### Recommended Texts

- *P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi.*
- *Alan C. Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi*
- *Bhalla, V K. International Financial Management, New Delhi, Anmol.*
- *Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc.*
- *Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. Miami Florida, Kolb.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 421 Material Planning and Inventory Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

To introduce the student to the concept, functions, objectives and importance of material planning in an organization. To apprise the students about inventory systems, valuation of inventories, inventory decisions and other inventory control techniques.

### Unit I

Introduction to Materials Management : Meaning, definition, scope and functions of Materials Management, Objectives and Advantages of Materials Management. Interfaces of Materials Management : Internal and external interfaces. Organisation for Material Management. Material MRP: input and output of MRP system, forecasting: quantitative and qualitative methods of forecasting, Master Production Schedule: Bill of Materials, BOM expansion, Material flow in MRP. Management Linkages : Linkages with other functional areas of Management i.e. Production, Accounting and Finance, Marketing, HRM, IT, TQM Cost Involved in material management : General discussion on concept of costs and cost classification, specific costs associated with Material Management.

### Unit II

Types of inventory decisions, relevant costs involved in inventory decisions. Quantity order decision – Economic Order Quantity and its calculation as per tabular, graphical and mathematical approaches, EOQ with quantity discount, Re-order decision : Fixation of Various levels and determination of re-order point, safety stock etc. Q System, P system. Other Inventory Control Techniques: Selective Inventory Control – ABC Analysis, Material, Turnover Ratio: Calculation and Importance, FSN Analysis, JIT Approach, VED Analysis. Management of Process Inventories (WIP). Spares Parts Management

### Recommended Texts

- *Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.*
- *Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.*
- *Arnold, Champman and Ramakrishnan, Introduction to Materials Management Pearson Education, Inc.*
- *Sehgal, Ashok and Sehgal Deepak, Financial Accounting, Taxmann's New Delhi.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

Two Mid-Semester Tests each carrying 10 marks

Two Assignments each carrying 10 marks

Class Participation and Attendance to be of 10 marks.

## 422 Management of Logistics

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

To make students understand about the growing recognition that the twin goals of cost reduction and service enhancement can be achieved through logistics and supply chain management.

### **Course Syllabus**

#### **UNIT-I**

**Physical distribution:** Nature and scope of logistics, defining and understanding its activity centres. Physical Distribution and its relationship with marketing and material management. Interdependence of transaction and exchange actions. Importance of channels and concept of logistical support. **Geo-market dynamic logistical operation**, its elements and network. Integrated Physical distribution and competitive actions of a company. **Physical distribution and elements of Inventory:** Inventory costs; concept of EOQ, Safety Stock. **Transportation & Physical distribution:** Different transportation modes and their pros and cons. Evaluation of transport decision. Freight rate structure and road transportation. Sea & Air cargo-tariff structure. Practices and procedures of their operation and services provided by them.

#### **UNIT-II**

**Intermodal transportation.** Containerisation's concept and its operation. Inland container depot & terminals in India **Liner Shipping conferences** -its norms and practices. Chartering principles and practices. Insurance and claim procedures in different modes of transportation. Reviewing transportation infrastructure in India. Interstate tariffs and documentation. Carrier consignee liabilities. Pricing and related services. Elements of storage and material handling, including warehousing and packing alternatives. Receipt and dispatch and loading and unloading. Handling machinery. Dispatch of vehicles. System design and administration. Total costs planning, minimum total costs policy, maximum customer service policy, maximum profit policy, Organisation and Control for physical distant Information system for P.D. Information system in Logistics.

### **Recommended Texts**

- *Bowersox Donald J., Logistical Management, Macmillan Publishing Co., Inc., New York.*
- *Martin Christopher, Logistics and Supply Chain Management, Pearson Education, New Delhi.*
- *G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan.*
- *Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore.*
- *Dr. Gopal Krishnan – Material Management rearview, pearson New Delhi.*
- *B.S. Sahay, Macmillan – Supply Chain Mangement, (Pearson Education)*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.
- Class Participation and Attendance to be of 10 marks.

## 423 Plant Design & Layout

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

Upon studying the subject the students would become familiar with the use of all the tools and techniques needed to plan, analyze and design new or modify existing manufacturing and service facilities.

**Course Syllabus**

### UNIT-I

**Factory Buildings:** Building design, types of buildings, importance of ideal buildings and requirements, recent trends. **Plant location concept:** factors influencing plant location, single facility location, multi-facility location.

### UNIT-II

**Plant Layout:** Layout planning, strategic issues, designing process layout, designing product layout, line balancing concepts. **Material handling:** function of material handling, relationship to plant layout. **Material handling systems:** unit load concepts, material handling principles, classification of material handling concepts.

### **Recommended Texts**

- *Meyers, Fred, Plant Layout & Material Handling, Prentice-Hall of India, New Delhi.*
- *Francis, McGinnis, and White, Facilities Layout and Location, Prentice-Hall of India, New Delhi.*
- *Elwood S. Buffa, Modern Production/Operations Management, Wiley Series.*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning objective**

**Objective:** The course is designed for the students who wish to acquire a professional, theoretical , practical understanding and to develop a sound understanding of tools and techniques applicable to the area of Total Quality Management

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### **UNIT I**

Introduction to TQM-History, aims, objectives, benefits, gurus and their principles, TQM process and phases of a typical implementation of TQM, reasons for use of TQM, methods to assist the progress of TQM, Introduction to tools and techniques- Brainstorming, Affinity Diagram, Benchmarking, Fishbone Diagram, Check Sheet, Flow Chart, Line Graph, Run Chart, Histogram, Pareto Diagram, FMEA, Scatter Diagram, Control Chart, QFD, Tree Diagram, Force Field Analysis, Seven W. and Is/Is-Not Questions, Why-Why Diagrams.

### **UNIT II**

TQM for Marketing Function: Quality in marketing and sales, factors for excellence, Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, JIT-definition, benefits, JIT cause and effects, JIT implementation in manufacturing. TQM implementations & barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards.

#### **Recommended Texts**

- *Evans, J.R., Total Quality Management, Organization and Strategy, Thamson.*
- *Huxtable, N., Small Business Total Quality, Chapman & Hall.*
- *Juran, J.M. and Gryna, F.M., Quality Planning and Analysis, Tata McGraw Hill, New Delhi.*
- *Rampersad, H.K., Managing Total Quality, Tata McGraw Hill Publishing Company Ltd., New Delhi.*
- *Singhal & Singhal 'Implementing ISO 9001:2008 Quality Management Systems: A Reference Guide' PHI Learning*

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning objective**

To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of strategies for managing technology in business.

**UNIT I**

Management of technology: various aspects and issues, strategic considerations, technological change and innovation, impact of technological change on employment and productivity, social consequences. Technology forecasting, technology development, technology acquisition and transfer. Technology absorption and diffusion, evaluation/assessment of competing technologies, foreign diffusion, collaboration and strategic technological alliances. Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology. Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology,

**UNIT II**

Aspects and Issues in Technology Management: Technological Change- Characteristics of technological change; Classification of technological change; Impact of technological change, Technology Life Cycle, Technology Transformation, Technology Policies and Policy Instruments, Technological Development Options and Strategies, Technology and Socio-Economic Planning, Diffusion and Growth of Technologies- Information technology revolution; Macro effects of technological change Law regarding protection of trade intellectual property rights, patents, trademarks, TRIPS and Technological environment in India - technology policy, role of various government organisations such as DST, CSIR in development and dissemination of technology, technology development at organisation level, role of information system, quality systems and market feedback.

**Recommended Texts**

- *Fredruck Betz, Managing Technology, Prentice Hall.*
- *MaukDudgson, Technology Strategy and the Firm, Longman Publications.*
- *Morse and Babcock, Managing Engineering and Technology, PH*
- *Sharif Nawaz, Management of Technology Transfer and Technology, APCTT Bangalore.*
- *UN-ESCAP: Technology for Development, ESCAP Secretariat.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Total Pass marks: 40 Marks****Pass marks in external: 20 Marks****Pass marks in internal: 20 Marks****Learning Objective**

Compensation plays an important role in the life of an employee. And the same can be a bone of contention between employer and employee. The course designed will appraise the students regarding the new trends in compensation, the benefits available to employees and the law governing the payment of wages and bonus.

**Course Syllabus****UNIT-I**

Wage concepts: Theories of Wages, Importance, Wage Policy and Impact of compensation on organizational effectiveness; Economic and Behavioral issues in compensation, internal and external equity of wage system. Wage Fixation: Criteria, Techniques of Wage Determination. Wage Fixation Machinery, Wage Differentials, and Challenges of Remuneration. Law relating to payment of wages and bonus in India.

**UNIT-II**

Employee's benefits: Conventional reward methods and their inadequacies. Developing reward strategy – skill based pay, broad banding, team based pay, payment by results, and performance related pay, variable compensation. Compensation for executives and R&D staff, remunerating the Top Brass. Reward structure in new industries (BPO, IT, Hospitality, Tourism, etc.), MNCs and other organizations. Remuneration plan and business strategy. Profit sharing, payment of bonus. Types and significance of incentives, fringe benefits. Retirement plans, productivity and wages. Understanding tools in designing, improving and implementing compensation packages.

**Recommended Texts**

- *Milkovich, Compensation, Tata McGraw-Hill Publishing Company Ltd., New Delhi.*
- *B.D. Singh, Compensation and Reward Management, Excel Books, New Delhi.*
- *Henderson, Compensation Management in a Knowledge Based World, Pearson Education, New Delhi.*
- *Armstrong, Michel and Murlis, Helen: Reward Management: A Handbook of Salary Administration, London, Kegan Paul.*
- *Henderson, Richard I: Compensation Management : Rewarding Performance, Englewood Cliffs. Prentice Hall Inc.*
- *Micton, Rock. : Handbook of Wage and Salary Administration. The list of cases and specific references including recent articles will be announced in the class at the time of launching of course.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Learning Objective**

Labour Laws play an important role in the functioning of an employee and organization. And the same can be a bone of contention between employer and employee relationship. The course designed will appraise the students regarding the new trends in industrial relations and HR practices, the benefits/facilities available to employees and the norms fixed by law prevailing, for the betterment of employee employer relationship.

**Course Syllabus**

**UNIT-I**

**Labour Welfare:** Meaning, definition, scope, theories, principles and approaches. Statutory and Non statutory labour welfare, intra mural and extra-mural welfare.

**Legislation:-**

- The factories act, 1948
- The payment of wages act, 1936
- The minimum wages act, 1948

**UNIT-II**

**Legislation:-**

- Laws relating to Discharge, Misconduct, Domestic Enquiries, Discipline Action.
- The employees' provident funds and miscellaneous provision act, 1952
- The payment of bonus act, 1965
- The equal remuneration act, 1976
- The maternity benefit act, 1961
- The payment of gratuity act, 1972

**Recommended Texts**

- *Indian Law Institute, Labour Law and Labour Relations-Cases and Material, Bombay, Tripathi.*
- *S.N. Mishra, Labour and Industrial Laws, Allied Publications, New Delhi.*
- *Debi S. Saini, Redressal of Labour Grievances, Claims and Disputes, Oxford & IBH, New Delhi)*
- *H.L. Kumar, Labour & Industrial Law in 2 volumes with free case law reference.*
- *Srivastava SC "Industrial Relations and labour Law", Vikas, New Delhi.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks.

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### **Learning Objective:**

The objective of the course is to acquaint the students about the psychology of the executives in the organization and then to use it to enhance the productivity.

### **Course Syllabus**

#### **UNIT-I**

**Psychology:** Nature and Scope, Psychology and Management, Industrial Psychology and its relation with Sociology, Social Psychology, Psychology with special reference to Personnel Management. **Individual differences** and behaviour, Human needs and their implications for a work organization. **Personnel Selection** and importance of testing techniques, Psychological and Projective tests.

#### **UNIT-II**

**Job Satisfaction** and its measurement, Creativity a work-element of creativity in leadership and decision making. **Attitude:** Meaning, Features and methods of measuring attitudes. **Morale and motivation.** **Organizational Stress:** Role Stress-managing stress, Burnout-causes, effect and coping, Work Stress and women, Monotony, Boredom and Fatigue at work places, The Physical surroundings of work place-quality of work life.

### **Recommended Texts**

- *H.L. Kalia, Industrial Psychology, The Associated Publishers.*
- *Cary L. Cooper and Edwin A. Locke, Industrial and Organizational Psychology, Blackwell Publishing.*
- *Joseph Tiffin, Ernest J. McCormick, and Daniel R. Ilgen, Industrial Psychology, Prentice hall of India Pvt. Ltd., New Delhi.*
- *Michael G. Aamodt, Industrial / Organizational Psychology, Cengage Learning.*
- *Wayne Weiten and Margaret A. Lloyd, Psychology Applied to Modern Life, Thomson Learning.*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks****External Evaluation: 50 Marks****Internal Evaluation: 50 Marks****Total Credits:-5****Learning Objective**

Training plays an important role in the skill development and performance enhancement of an employee and organization. The course designed will appraise the students regarding the new trends in training methods and their effectiveness and HR practices,

**Course Syllabus****UNIT-I**

**Training an overview:** concept, process, role, responsibilities of stakeholders in training programme and challenges to training managers; organization and management of training function. **Training needs assessment:** organizational analysis, operational analysis and person analysis. Action research, instructional objectives and lesson planning. **Training Methods and Techniques:** Development of training plans, various training methods and techniques

**UNIT-II**

**Designing training programme:** Learning process; training climate and pedagogy; developing training modules; training methods and techniques; facilities planning and training aids; training communication. Training for change and resistance to training. **Training evaluation:** need of evaluation, principles of evaluation, criteria and approaches. Training and development in India. MNCs perception of training function. Perception of training in a public sector organization.

**Recommended Texts**

- *Buckley, R., & Caple, J. The theory and practice of training. London and Sterling,*
- *Lynton, R., Pareek, U, Training for Organisational Transformation;*
- *Part 1 for Policy Makers and Change Managers, Sage, London*
- *Rae, L, How to Measure Training Effectiveness, Gower, Aldershot.*
- *Lynton, R Pareek, U. Training for Development. New Delhi, Vistaar*
- *Reid, M A etc. Training Interventions: Managing Employee Development London, IPM*
- *Senge, P. The Fifth Discipline: The Art and Practice of the Learning Organization London, Century.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

The course has been designed to make the students aware of the changing role of HR in international organizations having large number of subsidiaries which are operating in different countries and cultures as compared to the domestic companies.

**Course Syllabus**

**Unit I**

International Cultural Environment: The Concept of Culture, Comparison of Cross-cultural, Behaviour, Self-reference Criterion and Ethnocentrism: Major Obstacles in International Business Decisions, Cultural Orientation in International Business, Cultural Uniqueness vs. Pan culturalism. Global Business, Growth and Evolution: Environmental Variables in Global Business; Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies Structural Evolution of Global Organizations. Cross Cultural Leadership and Decision Making: Cross Cultural Communication and Negotiation; Process and International Negotiation hurdles; Human Resource Management in Global Organizations

**Unit II**

Ethics in International Business; Western and Eastern Management Thoughts in the Indian Context. Diversity at Work: Managing diversity: Causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging people, intra company cultural difference in employee motivation. International Business Intelligence: Information Requirements, Sources of Information, Types of Research, Phases of a Research Project, Methods of Data Collection, Sampling, Research Agencies, Problems in International Research.

**Recommended Texts**

- Barlett, Christopher and Sumantra Ghoshal, *Managing Across Borders: The Transnational Solution*, Harvard Business School Press, 1998.
- Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press, 1996.
- Mary O'Hara-Deveraux and Robert Johnson, *Global Work: Bridging Distance, Culture and Time*, Jossey Bass Publishers, San Francisco, USA, 1994.
- Adler, N.J. *International Dimensions of Organisational Behaviour*. Boston, Kent, 1991

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks.
- Two Assignments each carrying 10 marks.
- Class Participation and Attendance to be of 10 marks.

## 431 International Economic Environment

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

The objective of this course is to develop a diagnostic and conceptual understanding of the international economic environment and related behavioral variables in the management of global organizations.

### **Course Syllabus**

#### UNIT-I

**International economic integration**, gains from economic integration, stages of economic integration, factors driving economic integration, economic integration and endogenous growth, emergence of regional blocks, globalization vs. regional blocks, resource allocation, environment problem, technology transfer. Emergence of EU and its benefits, Euro zone and its benefits, NAFTA, ASEAN, WTO vs. RTO, RTAs as exception in WTO, polarization of trade

#### UNIT-II

**Emergence of International Economic Organizations** and Development Diplomacy, Historical Developments, Bretton woods and international monetary set-up, World Bank and its affiliates, International Bank for Reconstruction and Development (IBRD). International Development Agency (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), ASEAN, SAARC. **World Bank and Developing countries**, General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO), United Nations Conference on Trade and Development (UNCTAD), International Labour Organisation (ILO).

### Recommended Texts

- *Jackson, J., The World Trading System, Cambridge, Mass: MIT Press.*
- *Krugman, Paul R. and Obstfeld, M., International Economics: Theory and Policy, Pearson Education.*
- *Bhalla, V.K., World Economy in 90s: A Portfolio Approach, Delhi, Anmol Pub. Pvt. Ltd.*
- *Dreze, Jean and Sen, Amrtya, Indian Development: Selected Regional Perspectives, Delhi, Oxford University Press.*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## 432 International Financial Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

The objective of the course is to provide the student with a thorough understanding of the structure of international financial system, financial markets and instruments that are in use in those markets and to enable students to understand finance in global settings.

### Course Syllabus

#### UNIT-I

**International Finance:** Concept and role of international finance manager in an MNC; International Financial Environment, International transaction and financial market, trade and capital flows; **International Financial System:** Role of IMF IBRD, Development Banks and Multinational Banks; International Capital and Money Market- Euro Dollar and Currency Market; **Financial Market Instruments:** GDR, ADR, Euro Issues, CP and ECBs. **Multinational Firm:** Its rationale goals, constraints; **Financial operations of MNCs:** Sources and Investment channels, **Multinational Capital Budgeting**—Significance and various techniques

#### UNIT-II

**Cost of Capital** and Capital Structure Decisions; Foreign Direct and Institutional Investment, Developments in Foreign Exchange markets; Factors affecting and determination of exchange rate, Foreign exchange risk and exposure; other risks exposures in International Investments, Managing various risks and exposures., **Managing Multinational fund flows:** International working capital Management and Foreign trade, International Cash Management, Management of International Account Receivables; International dimension of taxation. Country Risk Analysis, Cost of Capital and Capital Structure of Multinational corporate, International Investment Management, International Mergers and Acquisitions.

### Recommended Texts

- *P.G. Apte, International Financial Management, Tata McGraw Hill, New Delhi.*
- *Alan C. Shapiro, Multinational Financial Management, Prentice-Hall of India Private Limited, New Delhi*
- *Bhalla, V K. International Financial Management, New Delhi, Anmol.*
- *Buckley, Adrian. Multinational Finance. New York, Prentice Hall Inc.*
- *Kim, Suk and Kim, Seung. Global Corporate Finance: Text and Cases. Miami Florida, Kolb.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 433 Foreign Trade Policy and Documentation

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### **Learning Objective**

The objective of this course to make students understand set of guidelines and instructions established by the DGFT in matters related to the import and export of goods and services in India.

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### **UNIT I**

Global trade and its growth, India's position in world's trade, India's recent trade policy: objectives and features; balance of trade & balance of payments; exchange control, exchange rate and its fixation; current and capital account convertibility and its impact on foreign trade, deemed exports. Manufacturer exporters, merchant exporters; EOU/SEZ/AEZ biotech parks/food parks; export houses, trading houses, super trading houses and super star trading houses; export incentives including fiscal incentives; export promotional institutional set up; foreign direct investment in India, foreign collaborations; Indian joint ventures abroad; counter trade arrangements; projects and consultancy exports.

### **UNIT II**

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative; methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed. ECGC; its role and theories. Customs and port clearance.

### **Recommended Texts**

- *Czinkota, M. R., International Business, Cengage Learning.*
- *Current Foreign Trade Policy, Government of India.*
- *Handbook of Procedures Volume I – II – III, SION – DEPT Schedule.*
- *Joshi, R, M., International Business, Oxford University Press.*
- *Nabhi's Board of Editors, How to Export, Nabhi Publications.*
- *Nabhi's Board of Editors, How to Import, Nabhi Publications.*
- *Paul, J., International Business, Prentice Hall of India, New Delhi.*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### Learning Objective

To introduce the concepts, theoretical frameworks and issues in IHRM. To make participants understand the role of HRM in international context. To appreciate IHRM practices across cultures and nations.

#### UNIT I

**International HRM:** Definition, concepts and approaches. Forms of international HRM. The comparative nature of HRM. Differences between domestic and international human resource management. Development of IHRM function, IHRM as a driver of competitive advantage, theoretical frameworks. Strategic issues in IHRM. **IHRM a cross-cultural approach. Global workforce management,** HR contribution towards global strategic alliances and organizational renewal, International recruitment and selection, Developing international staff and multinational teams, Global staffing, managing global diverse workforce, Expatriation and repatriation-issues and concerns. Training imperatives for global workforce. Issues in cross- cultural training.

#### UNIT II

**Structural evolution of global organisations;** Cross Cultural communication and negotiation; Cross Cultural leadership and decision making. **International performance management:**-concepts and purposes, Cultural factors and issues in performance management. **Expatriate** and Managing people in international context- India, China, Japan, EU, USA. Industrial relations in comparative perspective, Global unions, Regional integration and framework agreements. **Human Resources Management in global organisations:** Ethics in international business, Western and Eastern management thoughts in the Indian context. Research in HRM.

### Recommended Texts

- Alder N.J., *International Dimensions of Organisational Behaviour*, South-Western Publisher.
- Bartlett, Christopher A and Ghoshal, S., *Transnational Management: Text, Cases and Readings in Cross Border Management*, Chicago Irwin.
- Dowling, P.J., *International Dimensions of Human Resources Management*, California, Wadsworth.
- Leaptrott, Nan, *Rules of the Games: Global Business Protocol*, Thomson Executive Press.
- Adler, N.J. *International Dimensions of Organisational Behaviour*. Boston, Kent.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 435 Foreign Language for Business

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

To make students averse and conversant about the importance and applicability of foreign language.

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### Course Syllabus

#### UNIT-I

**Grammar:** Definite & Indefinite articles, Singular and plural of nouns, feminine & plural of adjectives, Conjunction of verbs of the first and second groups and of etre, avoir and faire. Possessive adjectives, contracted articles.

#### UNIT-II

**Grammar:** Demonstrative articles, past tense with avoir and etre, partitiae articles, future tense, the imperative, conjugation of verbs of third group. **Grammar:** Comparative adjectives, superlatives, possessive pronouns, personal pronoun.

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 436 Supply Chain Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Course Syllabus:** The objective of this course is to acquaint the students with the concepts and tools for analyzing, designing and improving the supply chain in an organization and also to understand the changing distribution scenario.

**Course Syllabus**

### **Unit I:**

**Introduction to supply chain** and its role, objectives and importance. **Supply chain drivers**; obstacles, decision phases in supply chain. Logistics strategy and planning. Logistics and Customer service. **Logistics product** - Nature of product, Functional vs. Innovative products, Product life cycle- Product characteristics. **Retailing**- role of information, information flow, and information sources, internal information, external information. **Information Systems in Retail Logistics** - logistics, distribution centre, outsourcing, store vs. **Supply chain inventory management**; introduction and its different models .

### **Unit II:**

**Distribution centre delivery**, pull vs. push logistics strategies. **Strategic Advantages of Information Systems in Logistics** - improved product availability, improved assortment, improved return on investment. **Co-ordination in the supply chain** - Bull whip effect. **Transport decisions** - modal choice, vehicle routing and scheduling. Network design decisions. **Inventory decisions** - pull and push types of systems. Sourcing strategy. **Supply chain performance** – SCOR model, balanced score card approach and performance metrics .

**Recommended Texts**

- *Robert B. Handfield, Ernest L. Nichols, Introduction to Supply Chain Management, Prentice Hall of India, New Delhi.*
- *James, A. O'Brien, Introduction to Information Systems, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.*
- *Sunil Chopra and Peter Meindel, Supply Chain Management, Pearson Education.*
- *Dobler & Burt, Purchasing & Supply Management : Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

The objective of this course is to understand the assortment planning and merchandise purchasing techniques and also the effective pricing strategies used by retail organisations.

**Course Syllabus**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

**Unit I:**

**Introduction to Merchandising:** Definition, need, significance and importance, use of design elements in creating various moods and impressions in visual merchandising. Core Design Strategies, Principles of design, balance of a display, point of emphasis in a display, pattern and compatibility in a display. Identify the basic colors and their properties. Explain the psychological effects of color, Identify basic color schemes. Assortment Planning Process - Need for trade-off between variety, assortment and product availability, assortment plan. Product mix trends, Sales Forecasting, Setting Financial objective.

**Unit II:**

Merchandise Purchasing. Branding Strategies – manufacturer’s brands, private label brands. Managerial issues in global sourcing decisions. Merchandise purchasing and handling process. Ethical and legal issues in merchandise purchasing. Setting the retail price - price setting objectives, price setting determinants. Pricing Strategies and Practices - Every day low pricing (EDLP), high/low pricing, coupons, rebates, leader pricing. Price bundling. Multiple pricing. Price lining, Odd pricing. Methods of Setting Prices. Adjustments to the initial Retail Price.

**Recommended Texts**

- *Martin M. Pegler: Visual Merchandising and Display, Fifth Edition, Fairchild Books.*
- *Robert Colborne: Visual merchandising: the Business of Merchandise Presentation, Thomson Learning.*
- *Richard Carty: Visual Merchandising: Principles and Practice, MPC Educational Publishers.*
- *Swati Bhall, Anuraag Singhal: Visual Merchandising, Ababook.*
- *Martin Pegler: Visual Merchandising & Display, Fairchild Books.*
- *Collins Design: Visual Merchandising, Media Group.*
- *S. Pradhan: Retail Merchandising, Tata McGraw Hill.*
- *Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi, 2002.*
- *Roger Cox and Paul Brittain, Retail Management, Financial Times/ Prentice Hall, 4th Edition.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

## 438 Sales and Distribution Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### Learning Objective

The objective of this course is to understand the sales process in detail including the process and organizations of distribution of good used by retail organizations.

### **Course Syllabus**

#### **Unit I:**

**Sales Management:** Sales Functions and organization, Sales Functions and its relationship with other marketing functions, Relationship of the Sales Department with distributors, Government and Public. Qualities of a Sales Executive, Salesmanship: Various aspects of Salesmanship, the process of selling, Sales forecasting methods, Sales budget, Sales force management, Recruitment, Selection, Training, Motivation and Compensation of the fields sales force and sales executive, Managing expenses of sales personnel, Staff meeting and Sales Contests, Controlling the Sales Force Evaluation and control of sales force, Sales Territories, Sales Quotas.

#### **Unit II:**

Distribution Control and Planning I: Activities of Intermediaries; Types and Role of Channel Intermediaries for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Design And Strategy; Selection of channel partner, Motivation, control and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

#### **Suggested Readings:**

- *Harald Dyckhoff et al, Ed.: Supply Chain Management and Reverse Logistics, Springer (India).*
- *Jayashree Dubey and M.L. Saikumar Ed.: Supply Chain Management, IPE Hyderabad and New CenturyPublication.*
- *Sarika Kulkarni, Ashok Sharma: Supply Chain Management-Creating Linkages for Faster Business Turnaround, McGraw Hill.*
- *RP Mohanty: Supply Chain Management-Theories and Practice, Biztantra.*
- *Richard R Still, Cundiff W Edward and Govoni A P Norman: Sales Management, Decisions, policies and Cases, Pearson Education.*
- *K. K. Havaldar : Sales and Distribution Management, Tata Mc-Graw Hill.*

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory. The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

The objective of this course is to understand the role of retail customer in the success of a retail store; and understand the service quality in retail stores.

**Course Syllabus**

**Unit I:**

**Introduction to Consumer Behavior:** Introduction, Consumer behavior and marketing strategy, Situational characteristics that affects consumption behavior, Consumer decision making process, Post purchase behavior. **Factors Influencing Consumer Behavior:** Consumer specific factors influencing buying behavior, psychological processes (motivation, perception, learning and memory) affecting consumer behavior, the buying motive, high involvement and low involvement buying situations, Consumer behavior towards adapting new products, buying decisions participants, Group effects- Definition, types of group (primary, secondary, formal etc.), Family influence, roles.(Family life cycle)

**Unit II:**

**Service Quality Gaps** - Gaps Model of service quality -knowledge gap, standards gap, delivery gap, communications gap. Service Recovery listening to the customer, providing solution, resolving problems quickly. **Introduction to Marketing Research:** Meaning, scope and importance of marketing research, Defining the market research problem and developing an approach, Research design formulation, Ethical issues in marketing research. Product research- Product development, Specifications and attributes, Test marketing, Market and sale analysis, Sales forecasting, Demand measurement.

**Recommended Texts**

- Schiff man and Kanuk, *Consumer Behaviour*, Prentice Hall of India, New Delhi, 8th Edition, 2003.
- Hall Loudon, D. & Della Bitta, *Consumer Behaviour*, McGraw-Hill Publishing Company, New York, 3rd Edition S.L. Gupta: Marketing Research, Excel Books.
- G.C. Beri: Marketing Research, McGraw Hill.
- Nigel Bradley: Marketing Research - Tools and Techniques, Oxford University Press.
- Alan Bryman, Emma Bell: Business Research Methods, Oxford University Press.
- Gilbert A Churchill, Jr. Dawn Iacobucci: Marketing Research – Methodological Foundations, Cengage

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks



## 440 Customer Relationship Management

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

### Learning Objective

#### **Learning Objective**

The objective of this course is to: understand the relationship marketing as a means of building relations with all the stakeholders; and understand the promotion mix objectives.

### **Course Syllabus**

#### **UNIT-I**

**An overview or Relationship Marketing.** Fundamental Concepts in Relationship Marketing Customer Acquisition and Retention Strategies. Customer Loyalty. Analyzing Profitability of Customers. **Overview of CRM** and Web Based Technologies. Learning Organization. Integrated Relationship Marketing Strategies. Retail Marketing Communication. Role of Retail Promotion Program-Methods for Communicating with the Customers. **CRM and Technology:** CRM Technology and sales; marketing strategy and CRM; CRM, marketing automation and communication

#### **UNIT-II**

**CRM in various sectors:** Developing and Implementing CRM strategy; Understanding privacy and ethical consideration in CRM; Future of CRM; CRM in Practice-CRM in Manufacturing, CRM in Insurance, CRM in Airlines, CRM in hotels, CRM in telecom, CRM in Pharmaceutical Industry, CRM in Retailing. **Sales promotion**, Public relations, Personal selling. Planning Retail Communication Program-Establishing objectives, determining promotional budget, objectives and task method, thumb rule method. Assigning the Promotional Budget. **Implementing advertising programs** - creating message advertising agencies, selecting advertising media, determining the frequency and timing of advertisements. Evaluating the effectiveness of advertisements, Implementing Sales Promotion Programs, Implementing Publicity Programs.

#### **Recommended Texts**

- *Barnes James G., Secrets of Customer Relationship Management, McGraw-Hill.*
- *Swift Ronald S. Accelerated Customer Relationships, Prentice-Hall of India, New Delhi.*
- *Gosney, John W., and Boehm, Thomas P., Customer Relationship Management Essentials, Prentice-Hall of India, New Delhi.*
- *Berman B. and Evans J. R., Retail Management, Pearson Education, New Delhi.*

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

The contents of this syllabus will help the students to understand the various topics related to Agribusiness Finance and its trends. It also covers the contents concerned to the Risks in agribusiness and agricultural lending industries.

**Unit I**

**Introduction to Agribusiness Finance;** Agribusiness Finance; Flow of Funds in the Economy; Importance of Finance to Agribusiness; Domestic Trends in Agribusiness Finance; International Trends; **Agribusiness Loans:** Legal Issues, Terms, and Interest Rates; Parties to Loan Transactions; Default and Foreclosure; Determinants of Interest Rates; Basic Loan Calculations and Analysis; **Financial Statements;** Generally Accepted Accounting Principles and the Farm Financial Standards Council; The Income Statement; The Statement of Owner's Equity; Balance Sheet.

**Unit -II**

**Risk in Agribusiness:** Financial and Business Risk; Attitudes Toward Risk; Sources of Business Risk in Agriculture; Risk Management in Agriculture; **Agricultural Lending Industry:** Commercial Banks and the Farm Credit System; Commercial Banks; The Farm Credit System; **NABARD:** Roles and Functions in Rural Development, State Intervention in Rural Credit.

**Recommended Texts**

- *Dr. V.B. Jugale, Theories of Agricultural Finance, Atlantic Publishers & Distri*
- *Ralph W. and Robert C. Thompson, JR., Fundamentals of Agribusiness Finance, Willey Publishers.*
- *Dr. Shivaji S. Waghmare, Agricultural Economics, Agricultural Extension and Insurance, Oxford Publication Book Company.*

**Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**  
**External Evaluation: 50 Marks**  
**Internal Evaluation: 50 Marks**  
**Total Credits:-5**

**Total Pass marks: 40 Marks**  
**Pass marks in external: 20 Marks**  
**Pass marks in internal: 20 Marks**

### Learning Objective

The contents of this syllabus will help the students to understand the various substances related to Agribusiness Supply Chain Management. It also covers the contents concerned to the supply chain management elements, inventory and transportation and distribution. It also includes the topics related to logistic management also.

### **Unit-I**

**Supply Chain Management:** Introduction, concept of SCM, evolution of supply chain management, elements of supply chain management, need of scm and its significance. **Supply Chain management elements:** meaning, order processing, material handling, warehousing. **Inventory management:** its need, economic order quantity model, ABC inventory control system. **Transportation and Distribution:** Different transportation modes and their pros and cons.

### **Unit-II**

**Functional Management in Supply Chain:** meaning, demand management and its methods of forecasting, 5 m's in operation management, customization and its basic features. **Logistics management:** meaning, its features, importance, location of the distribution centres. **IT in supply chain management:** meaning, characteristics of good IT system in supply chain, need of IT, meaning of ERP and its basic usage in supply chain, pros and cons of ERP, Information system in Logistics. **Supply chain performance measurement:** meaning, need, objectives, and its models (SCOR model, Balance Scorecard, Six Sigma)

### Recommended Texts

- *Chopra, Sunil; Meindl, Peter and Kalra, D.V.; Supply Chain Management: Strategy, Planning & Operation; Pearson Education, New Delhi.*
- *Ballou, Ronald H. and Srivastava, Samir K.; Business Logistics/Supply Chain Management; Pearson Education.*
- *Bowersox, Donald J. and Closs, David J.; Logistical Management; Tata McGraw-Hill, New Delhi.*

### Instructions

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Learning Objective**

The course aims to familiarize the students with the basic concepts of Rural Marketing and the nature of rural consumer. It will also explore the students in special areas regarding rural marketing environment and marketing of agricultural inputs and produce.

#### **UNIT-I**

Introduction: Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern. Problems in rural marketing. Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's: Select case studies. Rural Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behaviour. Rural Marketing of Consumer durables: Issues related to consumer durables in the rural market, Rural Marketing of Consumer durables: Select case studies.

#### **UNIT-II**

Rural Marketing of Financial Services: Marketing objectives and approaches, Evolution of rural banking after independence, Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services. Marketing of Agricultural Inputs: Indian tractor industry- A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry. Fertilizer Industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, marketing strategies for fertilizer industry. Marketing of Agricultural Produce: Profiling of Indian agricultural produces marketing, challenges in marketing of agricultural produce, Strategies to promote marketing of agricultural produce. Characteristics of Indian handicrafts industry: Nature and characteristics of Indian handi crafts. Challenges for rural handicraft sector, government policy towards handicrafts sector, marketing strategies for the development of rural handicraft sector.

#### **Recommended Texts**

- *Barkar, J.W., Agricultural Marketing, Oxford University Press, New York.*
- *Jha, S.M. and Singh, L.P., Marketing Management in Indian Perspective, Himalaya, Bombay.*
- *Dogra and Ghuman, Rural Marketing- Concepts and Practices, Tata McGraw-Hill Publishing Company Limited.*
- *Habeeb-Ur-Rehman, Rural Marketing in India, Himalaya Publishing House.*
- *Singh Sukhpal, Rural Marketing-Focus on Agricultural Inputs, Vikas Publishing House.*
- *Badi R.V. Badi N.V. Rural Marketing Himalaya Publishing House.*

#### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks

**Total: 100 Marks**

**External Evaluation: 50 Marks**

**Internal Evaluation: 50 Marks**

**Total Credits:-5**

**Total Pass marks: 40 Marks**

**Pass marks in external: 20 Marks**

**Pass marks in internal: 20 Marks**

### **Learning Objective**

The course aims to familiarize the students with the basic concepts of Rural Development and Agriculture Extension. It will also explore the students in regard to the rural area, rural development and rural development programmes. Further it will also explore the ideas concerning to the agriculture extension and agencies for rural and agriculture development.

### **Unit-I**

**Rural Area:-** definition, nature and scope in India. **Rural Environment:-** definition, meaning, composition of rural environment in India and Comparison between rural and urban business environment. **Rural Development:-** meaning, objectives ,concepts, major problems in rural development in India **Rural development programmes:** Food For Work (FFW) Development Programme, Jawahar Rozgar Yojana(JRY), Swarnajayanti Gram Swarozgar Yojana(SGSY), Indira Awaas yojana (IAY), Bharat Nirman, MGNREGA

### **Unit-II**

**Agriculture extension:** - meaning, concepts, objectives, importance and basic principles of agriculture extension programmes. **Rural industries:-** definition, different forms of rural industries- cottage ,agro processing, handicrafts, handlooms and its role in Indian economy. **Rural-Urban linkages:-** meaning, concept, importance and issues in rural-urban linkages in India. **Agencies for Rural and Agriculture development:-**public, private and co-operatives societies- FCI,NABARD ,MARKFED, AGRICULTURAL BANKS .

### **Recommended Texts**

- *Dr. M.K Sharma: “Rural and Micro Finance”, by Himalaya Publishing House.*
- *Dr. Dan Singh: “Agricultural Extension and Rural Development”, by Narendra publishing House, New Delhi.*

### **Instructions**

The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three Units, i.e., I, II, III. The question paper will consist of four questions each in Unit I and II. Each question in these Units carries 10 marks. Candidates will be required to attempt four questions in all from section I and II selecting not more than two questions from each of these Unit. The III Unit shall be 5 short answer questions, 2 marks each and shall be compulsory.

The internal paper will carry 50 marks and it will be distributed as follows:

- Two Mid-Semester Tests each carrying 10 marks
- Two Assignments each carrying 10 marks
- Class Participation and Attendance to be of 10 marks