

**KARNATAKA VETERINARY ANIMAL FISHERIES SCIENCES UNIVERSITY
NANDINAGAR, BIDAR-585 401**

MASTER OF BUSINESS ADMINISTRATION

IN

FOOD BUSINESS

(MBA in Food Business)



ACADEMIC INFORMATION

**DEPARTMENT OF DAIRY ECONOMICS AND BUSINESS MANAGEMENT
DAIRY SCIENCE COLLEGE,
HEBBAL CAMPUS, BANGALURU 560024**

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COURSES AND SYLLABUS

FDM601

Managérial Economics

(2+0)

Meaning and dimensions of macro business environment - physical, politico-legal, socio-cultural and economic environment. Influence of different dimensions of environment on a business firm. Salient features and dimensions of macroeconomic environment. Role of Government in business under different economic systems. Significance of study of macro business environment. Social responsibility of business.

Basic macroeconomic concepts. Open and closed Economies. GNP and related concepts. Measurement of national income. Simple model of income, consumption, savings and investment. Economic growth and development. Key models of economic growth and development. Recent refinements in measuring development. Business Cycles – meaning and phases. Inflation - meaning, measurement, causes, types and control of inflation:

Structure, features and growth of Indian economy. Agriculture and agri-business -Recent trends in agriculture and agri-business. Trends in the growth of core industrial and service sectors. Infrastructure in the Indian Economy - Meaning, types, importance and problems. Growth of public and private sectors. Objectives, performance and shortcomings of PSUs. Private Sector – growth, problems and prospects. MSMEs – Meaning, role, problems and prospects. Policies for development of MSMEs.

Economic Planning and Reforms – Meaning, rationale, objectives and types of planning, Steps and strategies in the planning process. Roles of National Planning Commission and National Development Council. A brief review of Five Year Plans. Economic reforms since 1991: Industrial liberalisation, privatization, financial sector and fiscal reforms.

Business Laws and Policies in India – Evolution of Industrial Policy. IDRA, Indian Companies Act, MRTP Act, Competition Act, FERA and FEMA, Consumer Protection Act, Essential Commodities Act, FRBM Act. Structure of money and capital markets. Monetary and fiscal system in India. Regulation of money and capital markets by RBI and SEBI. Major economic policies –Fiscal & Monetary Policies.

India's Foreign Trade and investment policy – Trends in structure and direction of foreign trade. India's foreign trade policy. WTO - Objectives and role in international trade. India's balance of payments problem. India's external debt. Foreign exchange reforms and Indian Rupee. Foreign investment in India – importance, types, problems, policies and prospects.

Note: Practical classes involve case studies and models on the working of the economy and presentation of seminars on current issues relating to the Indian economy.

FDM602 Business Environment and Legal Policy (1+1)

Meaning and dimensions of macro business environment-physical, politico-legal, socio-cultural and economic environment. Influence of different dimensions of environment on a business firm. Salient features and dimensions of macroeconomic environment. Role of Government in business under different economic systems. Significance of study of macro business environment. Social responsibility of business.

Basic macroeconomic concepts. Open and closed Economies. GNP and related concepts. Measurement of national income. Simple model of income, consumption, savings and investment. Economic growth and development. Key models of economic growth and development. Recent refinements in measuring development. Business Cycles –meaning and phases. Inflation - meaning, measurement, causes, types and control of inflation:

Structure, features and growth of Indian economy. Agriculture and agri-business -Recent trends in agriculture and agri-business. Trends in the growth of core

industrial and service sectors. Infrastructure in the Indian Economy- Meaning, types, importance and problems. Growth of public and private sectors. Objectives, performance and shortcomings of PSUs. Private Sector – growth, problems and prospects. MSMEs – Meaning, role, problems and prospects. Policies for development of MSMEs.

Development Planning and Economic Reforms – Meaning, rationale, objectives and types of planning, Steps and strategies in the planning process. Roles of National Planning Commission and National Development Council. A brief review of Five Year Plans. Economic reforms since 1991: Industrial liberalization , privatization, financial sector and fiscal reforms.

Business Laws and Policies in India –Evolution of Industrial Policy. IDRA 1950, Indian Companies Act 1956, MRTP Act 1969, Competition Act 2002, FERA 1973 and FEMA 1999, Consumer Protection Act 1986, Essential Commodities Act, FRBM Act 2003. Various IPR Acts, Essential Commodities Act, Negotiable Instruments Act. Partnership Acts, Monetary and fiscal system in India. Structure of money and capital markets. Regulation of money and capital markets by RBI and SEBI. Major economic policies –Fiscal & Monetary Policies.

India's Foreign Trade and investment policy– Trends in structure and direction of foreign trade. India's foreign trade policy. WTO- Objectives and role in international trade. India's balance of payments problem. India's external debt. Foreign exchange reforms and Indian Rupee. Foreign investment in India – importance, types, problems, policies and prospects.

Note: Practical classes involve preparation of case studies and models on the working of the economy and also debates/presentations by students on certain critical aspects of the Indian Economy such as:

- *Corporate social responsibility in India*
- *Working of SEZs in India*
- *Depreciation of Indian Rupee*
- *Disinvestment in PSU's since 1991'- A case study*
- *Volatility of stock prices in Indian stock markets*
- *Analysis of business cycles in India using GDP data.*
- *Initiatives of Indian Corporate sector for rural development*

FDM603 Principles of Food Business Management (1+0)

Introduction to Dairy Business Management- Definition of management. Differences between manager and entrepreneur. Entrepreneurship. Manager as a decision maker. Manager and property rights. Hierarchy of management in

organization: top-management, middle management, junior-level managers. Four management functions. Management in practice: management dilemma. Social and economic role of management. Management and modern civilization. Manager's revolution. Business management and politics. Managers in transition economy. - Traits of a good manager- Manager as a strategic thinker. Manager as a leader. Manager as a coach. Manager as a controller. Manager as a communicator. Manager as a administrator. Counterparts of managers: shareholders, personnel, trade-unions, local and central government, non-profit organizations, politicians etc. Managerial skills. Management Functions and Decision Making- Types of decisions and problems. Decision-making models: classical, administrative, and political. Decision-making steps. Vroom-Jago model. Risk in decision-making. Garbage-can theory. Group decision-making techniques. Conformity and groupthink. Planning and Organizing Implementing and Controlling- Work specialization. Chain of command. Span of management. Delegation. Types of the organization structures. Centralization and decentralization. Departmentalization. Organization structure and environment. Power, authority and responsibility. Perspectives on organizational power. French-Raven model. Managerial control. Classification of control systems. Employee's motivation- The concept of motivation. Historical evolution of the approach to motivation. Content perspectives on motivation. Mallow's hierarchy of needs theory. Alternative content theories. Process perspectives on motivation. Equity theory. Expectancy theory. Reinforcement perspective on motivation. Job design for motivation. Job rotation. Job enlargement. Job enrichment. Job characteristics model. Human Resource Planning in a dairy Enterprise. Employee and Organizational Development- Group behaviour. Roles and role behaviour. Multiple roles: conflict and ambiguity. Socialization and the pressure to conform in groups. Milgram studies of obedience to authority. What is team? Types of teams. Team's role structure (Belbin model). Stages of team development. Team building. Benefits and costs of teams. Organizational Communication- Communication as a feedback process. Information noise.

Interpersonal communication and communication skills. Organizational communication. Vertical and horizontal flows of information. Information technology: advantages and problems. Ethics in Management - Ethical approaches: utilitarian approach, social rights approach, justice approach, individualism approach. Factors affecting ethical choices. Social responsibility. Sponsorship. Corporation as a member of society. Business and social problems: social insurance, health care, ecology, human rights etc. Business and arts, sports, religion. Corporate ethics. Codes of ethics. Evaluation of corporate social performance. Management in the 21st Century - Management in post-industrial society. Small and large organizations. New organizational structure. Problems of carrier making. Profit-sharing and new patterns of motivation. Participation-management. Corporate governance problem. New roles of managers. Globalization and management. Knowledge management.

FDM604

Financial Accounting

(1+1)

Introduction to accountancy- Definition, concepts, rules. Books of original entry- Journal, daybook of sales, purchases, sales returns and purchase returns. Cash book. Ledger, Trial balance- rectification of errors. Final Accounts- Trading account, Manufacturing account, Profit and loss account and Balance Sheet. Statement of changes in financial position. Fund flow statement and its uses. Cash flow statement and its uses. Financial Analysis – nature and uses of financial analysis. Ratios –Solvency, liquidity, leverage, activity, profitability, utility and Market. Break even analysis – profit and operating analysis, utility and CVP analysis. Project formulation - essential features, project processes and final drafting, planning, scheduling organization and resource management Project Appraisal – methods and techniques. Capital Budgeting - Time value of money – IRR, Accounting Rate of Return, B:C/PI index and NPV. Payback period

FDM 605**Financial Management****(1+1)**

Capital structure – CS planning, risk return trade-off, financial leverage. Cost of Capital – management cost of capital, cost of debt, debentures, preference, equity shares.. Portfolio theory and risk diversification, Risk return trade-off, efficient portfolio selection. Complex investment decisions. Investment timing and duration, decisions under inflation and capital rationing Working capital management – concepts and determinants of working capital. Estimating working capital needs Financial Markets-Money markets and Capital Markets Valuation of equity-cost of capital, Estimation of free cash flow.

FDM 606**Marketing Management and Consumer Behaviour****(2+0)**

Introduction to marketing management and to some fundamental analytical tools that are used. Marketing management process. Demand and supply and their determinants. Types of markets and pricing strategies. The 4P's of marketing mix. Product, Place, Promotion and Price. Product concept and its dimensions. Pricing objectives. Factors influencing pricing decisions. Branding- types, their advantages and disadvantages. Importance, reasons, essentials of a good brand. Product planning- product concept, Product planning and new product development process- steps and stages; concept testing and criteria for new products. Product life Promotion- advertising, Publicity, personal selling, mass selling, sales promotion. Sales methods. Selection of promotion alternatives at different stages of product life cycle. cycle-stages. Product mix and product mix dimensions. Sound product mix strategy. Assessing Marketing's Critical Role in Organizational Performance. Analyzing the 3C's of opportunities to design strategy and tactics to exploit opportunities. Customer Analysis, Competitor Analysis, Company Analysis, Building Customer satisfaction through Quality Service and Value Winning Markets Through Market Oriented Strategies. Four marketing levels that the firm can pull as it tries to exploit its opportunities.

Nature and approaches of market segmentation. Requirements and benefits of segmentation. Identifying Segments and Choosing Target Markets. Branding and branding strategy- types of branding, brand building. Market regulation- reasons- social criticisms of marketing, marketing impact on society as a whole and marketing impact on other businesses. Citizens' action to regulate marketing. Consumer protection and consumer bill of rights. Some regulation for food products.

Developments in retail marketing in India and abroad. Choice of retail outlets.

Vendor development and networking in retailing. Estimation of demand for food products- econometric and time series methods. Scanning The Marketing Environment, Analysing Industries and Competitors and preparation of a marketing plan. Marketing channels. Level channels. Market intermediaries. Marketing channel functions. Promotion- strategy, effectiveness, media. E-commerce, B-2-B, B-2-C, direct marketing

Product decisions, brand, branding, Types of brands, Product life cycle, Product mix, dimensions and sound product mix strategy, product lines and product mix depth, new product development strategy. Marketing Strategy and Consumer behaviour- Differentiating and Positioning The Market Offering. Analysing Consumer Markets and Buyer Behaviour. Models of consumer behaviour and factors influencing it, Business Buying Behaviour. Mass communication and information flows, Adoption and Decision making, Innovations and diffusion process, Attitude and its measurement. Involvement and types of decision making, information search, Decision rules used by the consumer

Expenditure made by the consumer and factors influencing it. Post purchase consumer behaviour. Marketing management and its importance in the food industry. Its strategies and scope.

FDM 608 International Trade in Food Business

(2+0)

*Overview of international trade in food products. India's ex-im policy
International trade theories. Absolute advantage, Comparative advantage and H-O theorem
Gains from trade.*

*Trade tariffs. Subsidies. Quotas. Dumping. Export restraints. Cartels.
International marketing- concept, strategy. Environment. Export market selection
and entry strategy. Developing organizational structures for international
marketing- licensing, joint ventures, trading companies, direct, etc. Involvement
in international marketing- Globalization versus customization of marketing
strategies. International marketing intelligence and marketing updates. Strategic
adaptation of marketing mixes.*

*Environmental forces in international marketing. Regional trade alliances and
markets- OECD, EEU, ASEAN, SAARC, NAFTA And Africa Union. Export
financing, insurance, procedures, process, and documentation. International
standards- ISI, BIS, Agmark, HACCP, Codex Alimentarius. Government
intervention in the trade of food products. Government agencies involved in the
trade of food products- STC, NAFED, APEDA, etc. Foreign Exchange markets,
hedging strategy, regulations regarding convertibility, etc. World Trade
Organisation. Origin. Organisation. Provisions. Agreements, Dispute settlement
mechanisms. Review of selected cases involving disputes between nations.*

FDM 609

Marketing Research

(1+1)

*Research – Need for Research, Types of Research – Phases in Research,
Research Process, Characteristics. The Problem Definition, Hypotheses, Null
and Alternate, Type I, Type II Errors, Objectives of a Study. The Research
Design, Universe of Study, Physical and Subject Areas, Operational Definition,
Population, Parameters of the Study, Data, Primary & Secondary (Desk
Research), Questionnaire, Pilot Testing The Scaling Techniques, Attitude,
Attributes and Beliefs, Issues in Measurements, Nominal, Ordinal, Interval and
Ratio Scales, Deterministic Attitude Measurement Models. Sampling Designs,*

Sampling Frame, Incidence, Probability and Non- Probability Sampling Methods, Experimental Design, Principles, Completely Randomized Design, Randomized Block Design, Latin Square Design and Factorial Designs. Making Data Meaningful and Presenting Data with Purpose, Analysis of data, statistical techniques and its application, measures of central tendency, dispersion, regression, correlation. Questionnaire Design Data collection instruments, questionnaire, schedule and its preparation. Research goals & objectives- Specific goal(s) and objectives stated in the terms learned in class Identification of any secondary information/research that you believe may be helpful/relevant to the topics you are studying. Research plan, Research background re-statement of why you are studying this topic and a very brief summary of any relevant secondary information/research. Goals and objectives Approach- qualitative and quantitative, including the methodology, recommended sample frame and size, sample source, some topical are as you expect to cover in the research. Sample frame/size Summary in paragraph format of the estimated population size, your sample source and sample size as it relates to the total population. Outline/analysis plan for the final report(Bullet point) summary of the material that will be contained in your final report and a matching of the analysis to the research objectives

FDM 610

Organizational Behaviour

(1+1)

Organisational Behaviour: Meaning; Scope; Application; Challenges & Opportunities,

Environmental & Organizational Context, Indian Context, Foundations of Individual Behaviour: Biographical Characteristics; Ability; Personality; Values & Attitudes; Job Satisfaction. Ethics. Perception Process: Impression Management Attribution, Rational and Natural Organizations. Open Systems and Organizational Environment. Personal Assessment of Managerial Skills Group behaviour. Working in Groups and Teams. Communication Motivation and goals.

Implementing VaR Benchmarking asset mixes, Risk decomposition and performance attribution, Risk budgeting, Tracking error, Setting risk limits, Risk of alpha transfer strategies, Risk management issues of pension funds Hedge fund risk management, Risk return metrics specific to hedge funds (drawdown, Sortino ratio), Risks of specific strategies (fixed income arbitrage, merger arbitrage, convert arbitrage, equity long/short market neutral, macro, distressed debt, emerging markets), Asset illiquidity, valuation, and risk measurement, The use of leverage and derivatives and the risks they create Measuring exposures to risk factors (dynamic strategies, leverage, derivatives, style drift) - Correlations among hedge funds and between hedge funds and other assets

FDM 612 Food Plants Operations Management (1+1)

Introduction to Operations Management. Competitiveness, strategy and productivity. Forecasting. Product and service design. Capacity and location Planning for products and services. Waiting lines, inventory management, project scheduling- CPM, PERT, crashing and resource leveling, GANTT chart. Process selection and facility layout. Management of quality. Total Quality Management (TQM) and quality tools. Quality control. Introduction to six sigma. Introduction to Supply Chain Management (SCM). Inventory management. Aggregate Planning. Material Requirements Planning (MRP) and Enterprise Resources Planning (ERP). Just in Time and Lean Operations. Project Management

FDM 613 Quantitative Techniques in Management (1+1)

Regression and correlation, types, Estimators, assumptions, testing of assumptions, tests of significance, interpretation, management applications. Logistic and Probit regression- estimation, interpretation, Sensitivity, Specificity, RoC curve, Multinomial logistic regression, nested logit. Time Series Analysis- Conventional decomposition into Trend, Seasonal, Cyclic, Random variation, ARIMA, Testing forecasting accuracy. Multivariate Statistics- Preliminaries,

Principal component Analysis, Factor Analysis, Cluster Analysis, Discriminant analysis, Multidimensional Scaling, Correspondence Analysis Simultaneous Equation models- Identification, Structural equations and reduced form equations, ILS, 2SLS, 3SLS, Structural Equation Models (SEM). Conjoint analysis. Introduction to Operations Research- Linear Programming, Transportation, PERT/CPM, Assignment, Risk programming

FDM 614 Business Strategy (2+0)

Strategic Management process. Establishing company direction, vision, objectives. Industry and competitive analysis. Evaluating company resources and capabilities. Strategy and Competitive advantage. Strategic choices Strategies for competing in global markets. Tailoring strategy to fit industry and company. Building resources strengths, organizational capabilities. Managing internal organization for better execution. Corporate Culture and Strategy execution

FDM 615 Introduction to Futures Trading and Derivatives (1+1)

Introduction to Derivatives. Futures Markets. Hedging with Futures. Interest Rates, Treasury Securities. Yield Conventions. Interest Rates, Project, YTM and Zero Rates. Interest Rates, Forward Rates. Duration and Term Structure. Forward Pricing. Bond Pricing and Interest Rate Futures. Options on stock indices, currencies, and futures option pricing formula for the different types of options, the Greek letters, Delta, Theta, Gamma etc., Delta hedging, volatility smiles. Options Markets, Properties of Options. Option Strategies. Option Valuation and the Binomial Lattice. Black Scholes Model. Introduction to Interest Rate Derivatives, Interest Rate Options. Credit Risk

FDM 616 Supply Chain Management in the Food Industry (2+0)

Introduction and Supply Chain Strategy. Business logistics and supply chain management (SCM). Significance of SCM and its importance to the success of a

firm. Key SCM activities and processes, and scope, dimensions, and trends. Supply chain decisions - strategic/design, planning, and operational. Concept of implied demand uncertainty, and contrast supply chain efficiency with supply chain responsiveness. Drivers of supply chain performance, and provide a framework within which drivers may be analysed.

Transportation Decisions in the Supply Chain. Role of transportation in the supply chain and tradeoffs that need to be considered when designing and operating a transportation network. Domestic and international transportation and different modes and their performance characteristics. Rate types, profiles, and stop-off privileges schemes. Link between transportation and inventory costs in the design of transportation networks. Problems that are relevant when making transportation decisions. Quantitative tools that are useful in mode/service selection. Freight consolidation, and vehicle routing and scheduling decisions. Sourcing Decisions in the Supply Chain Role of sourcing in a supply chain. Dimensions of supplier performance and their impact on costs. Strategic and tactical issues in supplier selection and rating, purchasing leverage, order quantity allocation. Purchasing types including speculative, forward, hand-to-mouth, volume/quantity discounts, dollar averaging, deal buying. Advances in sourcing such as Vendor-managed inventory, electronic data interchange, E-sourcing and global purchasing, Quality, inspection, contract farming

Supply Chain Network Design. Role of distribution within a supply chain, identify key factors of distribution networks, Strengths and weaknesses of various distribution options. International issues in global supply chain network design and develop a framework for facility location decisions that allows for a multi-plant, multi-warehouse network to supply a large and diverse customer base. Facility location models. Structure the distribution network, taking into account cost and customer service factors. Supply Chain Coordination. Information system issues within the supply chain. Role of various information systems as well as some current considerations in the industry. Importance of sharing

information throughout the supply chain by means of a computerized simulation of the Beer Distribution Game. The Bullwhip Effect and means by which to minimize its intensity in the supply chain. Closed-Loop Supply Chains and Reverse Logistics Recovery of used products and their remanufacturing into new ones is gaining justifiable popularity among many companies worldwide. Impact of product recovery and remanufacturing on the design and operations of supply chains and examine the roles of closed-loop networks and reverse logistics in facilitating product returns and remanufacturing.

FDM 617 Human Resource Management in Food Industry (1+1)

Managing people – the framework, Characteristics, development, objectives, impact and context, H.R., planning, responsibilities for H.R. planning, tomorrow's H.R. today.

Resourcing: Job analysis, role analysis, competence and competency analysis, writing job descriptions and role differences, designing jobs, recruitment, selection and retention strategies

Performance Management: Managing performance, overall approach, techniques and problems of appraising, performance appraisal in practice, 360o feedback, managing expectations, conducting performance and development reviews, managing under performance and team performance.

Developing People: Training & development, building employee commitment, role of H.R. manager as a facilitator, Nature and purpose of management development, using H.R. to build a responsive learning organization, managing learning and development, managing quality and development, carrier planning and development.

Managing reward: Compensation, determinants, broad banding, pay for performance and financial incentives, competence related pay, skill based pay, team based pay, money and motivation.

Employee relations: Approaches, Industrial relations, Collective bargaining, Managing with Trade Unions, Employee voice, Consultations, Employee grievance resolutions, participation, Employment Law and conditions of service

Managing the Employment Relationship: Managing Health & Safety, Promotions, Transfer practices, handling disciplinary interviews, managing attendance, building two way communications, work life balances, managing talents, Human resource records and audit.

International/Global H.R.: Globalization, approaches to I.H.R.M., Employment policies, Managing an expatriate, Key components in International compensation.

Current issues and trends in H.R.M.: Human Capital, Intellectual Capital, Strategic H.R.M., The psychological contract, H.R. & Kaizen, H.R. & Six Sigma, Re-engineering, Flexy time, Emotional intelligence, H.R. outsourcing, Moon lighting, Bi-polarisation of jobs, the role of H.R. in facilitating and managing change, E-learning, H.R. research, E-recruitment, Computerised Human Resource Information Systems.

FDM 618

Entrepreneurship

(2+0)

The Entrepreneurial Development Perspective. Concepts of Entrepreneurship Development. Evolution of the concept of Entrepreneur. Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager. Attributes and Characteristics of a successful Entrepreneur. Role of Entrepreneur in Indian economy and developing economies with reference to creation of Self-Employment. Entrepreneurial Culture. Creating Entrepreneurial Venture. Business Planning Process. Environmental Analysis - Search and Scanning. Identifying problems and opportunities. Defining Business Idea. Basic Government Procedures to be complied with Project Management.

Technical, Financial, Marketing, Personnel and Management Feasibility. Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs. Venture Capital Funding. Entrepreneurship Development and Government - Role of Central Government and State Government in promoting Entrepreneurship - various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions. Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Why do Entrepreneurs fail. The FOUR Entrepreneurial Pitfalls (Peter Drucker). Women Entrepreneurs.

FDM 619

Rural

Marketing

(1+1)

Rural Marketing: nature, definition, scope & importance in India. Size & structure of rural markets. Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development

programmes, infrastructure, communication media, credit availability, local requirements. Rural Market Index: Thompson index.

Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, problems in rural marketing, rural demand, rural market index

Rural Marketing Strategies: a) Segmenting, Targeting and Positioning, Segmentation- Heterogeneity in Rural, Prerequisites for Effective Segmentation, Degrees of Segmentation, Basis of Segmentation and Approaches to Rural Segmentation- Geographic Segmentation, Demographic Segmentation, Psychographic Segmentation, Behaviour Segmentation, Multiattribute Segmentation, Targeting- Evaluation and Selection of Segments, Coverage of Segments, Positioning- Identifying the positioning Concept, Selecting the positioning Concept, Developing the Concept, Communicating the Concept. b) Product strategies, Market strategies & tactics with reference to rural markets. Product marketing & service marketing in rural India: product planning, communication media & message, distribution channels, market research (with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services.), Marketing of consumables & durables.

Marketing of agricultural produce: regulated markets, cooperative marketing & processing societies. Rural Industry: Marketing of rural industry, cottage industry, artisan products. Problems in rural marketing. Consumer education & consumer movement in rural India. Role of government & NGOs in rural marketing.

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

Ethics, Meaning & Scope: What is Ethics? Ethical standards through history. How to humanize management? Ethics & Morals Classification of ethics Laws

–vs- Ethics Arguments for and against ethics Economic, Legal, Competitive & Philanthropic issues. Framework for ethical decision making – individual & organizational factors.

FDM 620 Food Safety Management

(2+0)

Concept of Food safety and quality control in relation to food industry: Impact of food safety on global trade. Role of international organisations such as ISO; IDF; CAC; AOAC; WTO, Food regulations, grades and standards, Concept of Codex Alimentarius/HACCP/USFDA/ISO 9000 series etc.. and national organisations like BIS; CCFS; PFA and Agmark; (MMPO) and APEDA (Agricultural and Processed Foods Export Development Authority,

Food laws and standards, function and roles of USFDA, USDA and EPA; Food Safety and Standards Act India 2006; Prevention of Food Adulteration Act, India, 1954; Regulations and Guidelines of the Food Safety and Standards Authority of India (FSSAI

Establishing a Food safety Laboratory: Guidelines for setting up a Contaminants' testing analytical Laboratory. Types of contaminants (Microbiological and Chemical)for achieving Food safety in different matrices. Analytical Instrumentation for testing and achieving detection limits as per National and International Requirements/ specifications. Implementation of Good Laboratory Practices (GLP) and readiness for international accreditations (ISO;IEC 17025).

Assessment of Food Safety: Food related hazards – Chemical hazards, physical hazards, microbiological hazards and their considerations in food safety. Safety limits of Food additives as per Codex, USFDA and JECFA; Risk assessment and risk benefit Indices of human exposure,.

Food Safety Management Systems: Food safety and quality management systems – TQM, FSMS, HACCP, GMP, Hygiene and Sanitation and ISO 9000, 9001, 14000 etc. ; Documentation, Implementation and maintenance of the systems; GM Foods, safety and labeling; International Food Standards ISO 9000 and related standards;

Food Safety in Food Processing: Building and equipment design; microbiological quality of water, air; Safety in food procurement, storage, handling and manufacture; Food safety in retail food businesses; international food service operators, institutional food service operators; application of the principals of modern hygiene; Food handlers, habits, clothes, illness; Training & Education for safe methods of handling food; cleaning and sanitisation of processing plants; principles of cleaning and sterilization ; sterilization & disinfection- different methods used- detergents, heat, chemicals; selecting and installing equipment; Cleaning of equipment and premises. Safety limits of sanitizers; pest control; management and disposal of waste.

Agricultural And Food Marketing: The importance of agricultural and food marketing to developing countries, The marketing concept and marketing systems, Marketing sub-systems, Marketing functions, Links between agriculture and the food industry, Agricultural and food marketing enterprises, Marketing boards in developing countries, Co-operatives in the agriculture and food sectors, Control and management of secondary co-operatives, The weaknesses of co-operatives, Selling arrangements between co-operatives and their members

Market Liberalisation: Economic structural adjustment programmes, Macroeconomic stabilization, The role of the state in liberalised markets, Strategies for reforming agricultural marketing parastatals, Obstacles to be overcome in commercialisation and Privatisation of agricultural marketing, parastatals, Dealing with accumulated deficits, Encouraging private sector involvement in agricultural marketing, Impediments to private sector participation in agricultural markets, The impact of the macro-economic environment on private traders, Government action to improve private sector performance.

Marketing Strategy, Planning And Control: Strategy, policy and planning, Strategic business units, The need for marketing planning, The process of marketing planning, Contents of the marketing plan, Monitoring, evaluating and controlling the marketing planning, Marketing controls, Marketing plan control, Efficiency control.

New Product Development: The impetus to innovation, the new product development process, the adoption process, the effect of products characteristics on the rate of adoption.

Buyer behaviour: The influences on buyer behaviour, Exogenous influences on buyer behaviour, Endogenous influences on buyer behaviour, The consumer buying decision process, Buyer behaviour and market segmentation, Lifestyle

segmentation, Organisational markets, Industrial markets, Industrial buyer characteristics.

Commodity Marketing: Stages in a commodity marketing system, Grain marketing, Challenges for grain marketing systems, Livestock and meat marketing, Poultry and eggs marketing, The marketing of fresh milk.

Product management: The product, The product mix, Product line extensions, Product line deletions, Branding products, The advantages and disadvantages of branding, Branding decisions

Brand loyalty models, Homogenous first-order markov models, Higher-order markov models, Packaging, The functions of packaging, Packaging technology, Recent developments in packaging

Pricing decisions: Pricing decisions, Pricing objectives, The laws of supply and demand, Elasticity of demand, Cross-price elasticity of demand, Practical problems of price theory, Cost - revenue - supply relationships, The meaning of price to consumers, Price as an indicator of quality, Pricing strategies, Cost-plus methods of price determination, Breakeven analysis, Market-oriented pricing, Psychological pricing, Geographical pricing, Administered pricing.

Channel management and physical distribution: Channel decisions in relation to marketing strategy, The value of middlemen, Key decisions in channel management, Types of distribution system, Marketing to middlemen, Power and conflict in distribution channels, Physical distribution, Customer service levels, Developing a customer service policy, The total distribution concept, Warehouse management, Inventory management, Calculating the economic order quantity, Transport management, Technological advances in physical distribution, Vehicle scheduling and routing, Fixed and variable routing systems, Vehicle scheduling tools, Vehicle scheduling models, Computer-based vehicle scheduling.

Marketing Communications: The nature of marketing communications, Setting marketing communication objectives, Factors influencing the communications

mix, The marketing communications mix, Advertising, Sales promotion, Public relations, Personal selling, Training the sales force, Change agents, Selecting the media, Establishing the promotional budget, Monitoring the effectiveness of marketing communications.

Marketing costs and margins: Assessing the performance of a marketing system, Marketing efficiency and effectiveness, Operational efficiency, Pricing efficiency, Identifying marketing costs and margins, The reference products concept, Handling costs, Packaging costs, Transport costs, Storage costs, Processing costs, Capital costs. Marketing efficiency.

Integrating courses

FDI 601 Econometrics and Data Analytics (1+1)

Measures of central tendency. Distributions, discrete and continuous, normal, Poisson, binomial, gamma, beta, geometric, negative and binomial. Testing of hypothesis- statistical tests- parametric and non-parametric, ANOVA, ANCOVA. Regression and correlation- simple and multiple, estimation, testing of significance, Discrete choice models, logistic, probit, Multinomial logit, Nested logit. Time series analysis, components, trend, seasonal, cyclic and random. Advance time series models, Modelling means ARIMA- estimation and forecasting. Intervention analysis, Transfer function, Vector Auto Regressive Models (VAR), impulse response function. Modelling volatility- ARCH/GARCH models Introduction to Multivariate Statistics- Principal Component Analysis, Factor Analysis, Cluster analysis, Multi dimensional scaling, correspondence analysis and Discriminant analysis Markov chain models, Conjoint analysis, etc.

FDI 602 Business Communication (1+1)

Overview of communication in business-Communication and organizational effectiveness, Perception and conception, Formal and informal communication systems, Communication networks and communication technology.

Inter-cultural communication- Taken-for-granted assumptions, Cultural foundations (values, religion, patterns for decision-making), Profiles of diverse cultures, Communicative implications for managers.

Effective business writing- Style, word-usage, organization, mechanics, and form (including electronic mail, with attached documents) for specific objectives, Primary and secondary research for business report-writing including electronic databases Revising and proofreading Writing for maximum effect; using language checker.

Employment-Process Communication, Cover letter, resumé, follow-up, On-line resume submittal forms, Interviewing skills (interviewer and interviewee), Listening skills.

Public presentation- Audience analysis, Research, Organization of presentation, Delivery of presentation, Nonverbal communication (including business etiquette and protocol).

Legal and ethical considerations for business communicators- Equal employment opportunity, Invasion of privacy, Misrepresentation and fraud, Ethical perspectives and their implications for responsible communication.

FDI 603 Introduction to Food Processing (2+1)

Scope and importance of food processing. National and international perspectives. Principles and methods of food preservation-freezing, heating, dehydration, canning, additives, fermentation, irradiation, extrusion cooking, hydrostatic pressure cooking, dielectric heating, microwave processing, aseptic processing, hurdle technology, Juices and concentrates/membrane technology. Effect of heat, acid and short wave electromagnetic radiation on kinetics of enzyme inactivation, microbial destruction and nutrients loss in pasteurization, sterilization and UHT processing. Preservation process Thermal processing. Storage of food, modified atmosphere packaging. Refrigeration, freezing and drying of food, minimal processing, radiation processing. Commercial sterilization Process calculation. Pasteurization and Blanching Baking, roasting and frying. Liquid concentration: Evaporation and membrane concentration. Dehydration, Chilling and freezing, Processing using electric fields, high hydrostatic pressure, light, irradiation or ultrasound. Mechanism of moisture removal in solid and liquid foods during drying. Spray, freeze, roller tray and through-flow drying operations. Centrifugation/Filtration; Expression, Extrusion. Fermentation and enzyme Technology. Statistical process control, Food packaging. Filling and sealing

containers. Handling and distribution. Aseptic packaging. Irradiation and microwave processing of foods. Waste treatment in processing plants

FDI 604 **Export Procedure and Management** **(2+0)**

International Trade Risk Assessment, Negotiating Export Contracts, Fulfilling Customer needs , Assessing International Market requirements, INCOTERMS 2000, Commercial Documents, Export Quotation, Proforma Invoice, Commercial Invoice, Modes of Distribution, Air, Sea, Road & Rail, Shipping Case Study, Planning and Organising, Financial costing, Case Discussion, shipping Instructions, Documents , Air, Sea & Road, Third Party Requirements, Insurance, Marine Cargo Insurance Export Customs Documentation, Understanding the Tariff book, Preferential & Non, preferential Origin Customs Framework, The European Community, Regulatory Issues, Dealing with change. What is INTRASTAT?, EU Legislation, Thresholds Arrival/Purchase Declaration, Box, Box Declaration Analysis, Declaration Requirements, Company Obligations, Threshold Limits, Customs Classification, The Classification process, Importance of Proper Classification, Guide to Classification, Tariff book, columns explained, Binding Tariffs, BTI, Customs Procedures, AEP II (Automated Entry Procedure), Completing the S.A.D., Procedure codes explained, AAD (Administrative Accompanying Document), Excise Entries, Post Entries. Customs Valuation, Valuation Procedures, General Value Declarations , Simplified Procedures, Customs Economic Procedures, Customs Warehouses, Types of Customs Warehouses, Inward / Outward Processing, I.P. & PCC Procedures explained, VMI Procedure Codes. Rules of Origin, Preferential & Non, preferential Origin Rules, Certificates of Origin, GSP Form A, EUR1 & ATR Forms, Preferential Trade Agreements, Import & Export Controls, Economic Operator Registration and Identification (EORI), Export Control System (ECS), Import Control System (ICS), Dual Use Items & Licensing

FDI 605

Quality Assurance in Food Products

(1+1)

Objectives, importance and functions of quality control. Methods of quality, concepts of rheology, assessment of food materials-fruits, vegetables, cereals, dairy products, meat, poultry, egg and processed food products. Sampling and specification of raw materials and finished products, statistical quality control. Food regulations, grades and standards, Concept of Codex Alimentarius/HACCP/USFDA/ISO 9000 series etc. Food adulteration and food safety. Sensory evaluation-introduction, panel screening, selection methods. Techniques of quality assessment of fruits, vegetable, cereals, dairy products, meat, poultry, milk and other processed products, selection and training of sensory panel. Interaction and thresholds. Sensory and instrumental analysis in quality control, Food laws and standards, IPR and patents. Hedonic rating of food. Identification and ranking of food product attributes, Sensory and instrumental methods for measuring food attributes. Total Quality Management-concept, standards, ISO certification

FDI 608

Ethics in Management

(2+0)

A brief introduction to Ethical Theories & Approaches: Utilitarianisms

Aristotelian ethics Entitlement theory Rights & Duties Deontology Milton Friedman's Theory Graves Model Kantian Theories Distributive justice Universalism Justice & fairness Teleology Ethical dilemmas Nash's model

Key Principles of Ethics: (DEPHOGS): Dignity Equity (Equitability) Prudence Honesty Openness Goodwill Suffering (prevention & alleviation)

Application of Ethical standards to Business Discipline: Manufacturing: Duties of the manufacturer; Customer rights; Ethical consumption; Unethical consumer behavior. b) Market Positioning & Compacting: Product positioning & competing; Packaging & labeling; Pricing & its consequences; Brand management; Due care theory. Advertising: Advertising & communicating decisions; Exploitative nature of advertising; Advertising culture; Women in ad; Problems of contemporary ad. Finance & Scams: History of financial scams; Financial accounting; Financial standards. Animal Husbandry:

Managing People in organization: Workers & Morals: Rights & duties of employers & employees; Personnel policies & procedures; Just wages; Trade Union responsibilities; Safety & Health hazards. Contemporary Worker: Conflicts of interest; Whistle blowing; Abuse of official position. On the Job Problems: Discrimination; Affirmative action or job reservation; Sexual harassment; Manners & managers. Code of Ethics: Preparation; Training & communication; Monitoring & enforcing ethical standards; Ethical audit.

Corporation & Managers: Corporate Governance: Corporation as a moral person; Corporate governance; CG theories; Good CG. Institutionalization of Ethical Governance for Corporations: Emergence of CG code; Development of Indian CG; Assumption of best practices; Failure of CG: CG-CII recommendations. Corporate Social Responsibilities: Understanding CSR;

Development of Corporate conscience as moral principles of CSR; CSR at Infosys, Tata, Wipro, Coal India, SAIL.

*Ethics & Environmental Protection: Pollution at: Land Water Atmosphere
Sea Forests Health Nuclear plants Global warming Responsibilities for
future generations Ethics of conserving depletable resources*

*Ethics In Research: What are research ethics principles? A comparison
between India & USA. Ethics in New Economy areas: Ethical issues in genetic
engineering Computer ethics Media ethics Commercial contracts HR
professionals Medical ethics Advertising IT & ITES*

*Individual & organizational factors: Moral philosophy – definition & different
perspectives. Virtue ethics, justice & fairness; due care theory Kohlberg's
Cognitive Moral Development. Role of corporate culture; corporate citizenship
and leadership The role of opportunity and threat.*

*Business Ethics & Global Economy: Ethical perceptions and international
business. Global values The multinational corporations and various ethical
issues. Cross cultural, cross religion & cross racial issues.*

*In search of Ethical Leadership: Contributions from great individuals &
companies: Tatas Infosys Johnson & Johnson Aristotle JF Kennedy Swami
Vivekananda MK Gandhi Akbar Emperor Ashoka Abraham Lincoln Socrates
Martin Luther King Buddha Rabindranath Tagore*

*Human Quality Development (HQD) for Corporate Management: Conceptual
foundation of HQD: Development motivation Panchamukhi Vikas Inner
Qualities of Development (IQD). Character competence Per capita happiness
HQD Models in Corporate Management: Thought – Action – Analysis Napery –
Synergy Grid So – So window Stimulus – Vivek – Response G/T ratio
Relationship Analysis E-N-U Action Analysis*

FDI 606

Personality Development

(1+1)

Introduction to the course and the field of personality, The nature of theory and the role of evidence, Introduction to motivation: Evolutionary perspectives, Emotion: The basics Consciousness and non-conscious processes; tests of selected psychoanalytic propositions (fantasy; ego-depletion), Dynamics and prediction of personal choices, Volition: Processes and individual differences, Achievement motivation, Measuring personality: Basic concepts, Assessing the assessment tools: Reliability and validity, Methods for measuring personality: Response-limited (respondent), idiographic, idiothetic, and projective (operant) instruments, Dimensional approaches to personality, Taxometrics. Heredity in personality traits. Stability and consistency of personality

FDI 607

Business Mathematics

(1+1)

Introduction, Sets, Laws of arithmetic, exponents, scales of measurement, sequences and series, Straight lines and linear equations, coordinates, straight line preliminaries

Functions and turning points- Functions, Quadratic functions, polynomials, Descartes rules of signs, Rational functions. Slopes, Derivatives and turning points- Slope, derivatives, power function rule, Product and quotient rule, chain rule, higher order derivatives, local maxima and minima, global maxima and minima, convexity, concavity and point of inflection. Functions with more than one variable- Linear function with several variables, Quadratic function, Local maxima and minima, saddle point, Introduction to constrained optima, method of substitution, elasticity. Constrained optimisation with Lagrange multipliers, Interpretation of Lagrange's multiplier, Khun-Tucker conditions, Management applications. Rules of Integration, Application to the marginal analysis of the firm, Differential equations. Matrices- fundamentals, addition, subtraction and

multiplication, matrix inversion, rank, Simultaneous equations, Homogenous systems

Optional Courses (Non-grade)

FDO601

Food Microbiology

(1+1)

History of microbiology of food. Microbial growth pattern, physical and chemical factors influencing destruction of micro-organisms. Types of micro-organism normally associated with food-mold, yeast, and bacteria. Micro-organisms in natural food products and their control. Contaminants of food-stuffs, vegetables, cereals, pulses, oilseeds, milk and meat during handling and processing. Biochemical changes caused by micro-organisms, deterioration of various types of food product. Food poisoning and microbial toxins, microbial food fermentation, standards for different foods. Food borne intoxicants and mycotoxins. Microscopy and micrometry. Preparation of nutrient media, sterilization and inoculation techniques, Isolation of pure culture, microbial examination of natural food products, identification of food pathogen in water, milk, cereals, pulses, oilseeds, meat and poultry. Microbial production of alcohol (cereal based), acetic acid and lactic acid.

FDO602

Principles of Food Engineering

(1+1)

Unit operation in food engineering, Mass and energy balance. Fluid flow, fluid statics, fluid dynamics, fluid flow applications, Heat transfer-modes of heat transfer, conduction, convection, and radiation, heat exchangers and their designs. Thermal processing-evaporation, dehydration, drying, balancing, pasteurization, distillation. Mechanical separation-filtration, sieving, centrifugation, sedimentation, Mechanical handling-conveying and elevation. Size reduction and classification-mixing, kneading, blending, Food plant design, General consideration in designing the plant. Food plant hygiene-cleaning, sterilizing, waste disposal methods. Engineering aspects of radiation processing. Application of psychrometric charts in food engineering, Generation of steam and its applications, Measurement of pressure, and flow of fluids. Study of heat

exchangers, dryers, elevating and conveying equipments, Study of mechanical separators, Kinetics of fruit and vegetable dehydration, Visit to food processing plants.

FDO603

Food Chemistry

(1+1)

Food chemistry-definition and importance, water in food, water activity and shelf life of food. Carbohydrates-chemical reactions, functional properties of sugars and polysaccharides in foods. Lipids: classification, and use of lipids in foods, physical and chemical properties, effects of processing on functional properties and nutritive value. Protein and amino acids: physical and chemical properties, distribution, amount and functions of proteins in foods, functional properties, effect of processing.-Losses of vitamins and minerals due to processing. Pigments in food, food flavours, browning reaction in foods. Enzymes in foods, and food industry, bio-deterioration of foods, food contaminants, additives and toxicants. Determinations of proteins, starches, sugars, amino acids, crude fibre, total minerals, crude fat and water in foods. Determination of minerals-calcium, phosphorus, iron. Estimation of vitamins-ascorbic acid, carotene, thiamine. Browning reaction in food, Analysis of lipids-saponification value, acid value and iodine value, Determination of tannins, chemical residues and aflatoxins, estimation of preservative and antioxidants.

Based, and other forms of Traditional Retailing , Identifying and Understanding Consumers, Information Gathering and Processing in Retailing, Trading Area Analysis, Site Selection, Operations Management, Developing Merchandise Plans, Financial Merchandise Management, Pricing in Retailing.

FDM 703: Banking and Treasury Management (1+1)

Banking: *Overview of Banking Industry: Banking Structure in India- RBI, Commercial Banks, Rural and Co-operative banks their role and significance, Capital Adequacy norms for banks, SLR, CRR, CAR. Analysis CAMELS rating and Key ratios involved. Banking Risks: Credit, Liquidity, Market, Operational, Interest Rate, Solvency. ALM by Banks: Classification of Assets, GAP Analysis Asset Reconstruction Company. Recent Development: BIS- its Role and Importance, Universal Banking, E-Banking, Mobile Banking. Nonbank financial institutions-Micro Finance Institutions.. The Money Supply Process Multiple deposit creation: introducing the money supply process, Determinants of the money supply. Explaining depositor and bank behavior: the complete money supply model. The Federal Reserve System and the Conduct of Monetary Policy. The structure of the Federal Reserve System. Understanding movements in the monetary base. The tools of monetary policy. The conduct of monetary policy: targets and goals, review.*

Treasury: *What is a Treasury Management; Structure and Organization of Treasury Management; Role of CFO; Functions of a Controller; Functions of a Treasurer; Responsibilities of a Treasure. Financial Systems and Financial Markets: Functions of the Financial System; Constituents of the financial System; Need for Various Financial Markets; Role of Financial Assets and Financial Intermediaries in the financial System. Credit Market: The role of credit Market in the financial System; Credit Facilities in the credit*

Market; Risks Involved and Pricing Decisions; Role of Indian Credit Market. Short Term Instruments.: Introduction to Money Markets. The money Market

Instruments; Various Intermediaries and their Role; Influence of Monetary policy on Money Markets; Regulatory Framework in the Indian Money Market; Recent Developments in the Monetary and Credit Policy. Call Money: Features of Call Market; Developments in Indian Call Money Market; Movements of Call Rates; Role of Reserve Bank of India.

Treasury Bills: Features of Treasury Bills; Types of Treasury Bills; Issuing procedure of Treasury Bills; Primary Market and settlement Procedures; Features of Treasury Bills Abroad. Certificate of Deposits (CDs): Feature of CDs; Purpose for which CD's are Issued; The Issuing Procedure; The Guidelines. Bill Financing: Concept and Features of Bills of Exchange; Types of Bills; Procedure of Bill. Financing; Foreign Bills; Discounting of Bills by NBFC's; Commercial Bill Financing. Repurchase Agreements (REPO's): Nature and Purpose of Repo's; Features of Repo's; Issuing procedure of Repo's. Regulatory Framework – Hands Experience. Gilt Edged Securities Market: Feature of Government securities; Primary Market; Trends in the Government securities Market; Issuing Procedures and Redemptions; Role of RBI. Financial Guarantees: Guarantee; Sources of Guarantees; Specialized Institutions offering Guarantees such as DICGC and ECGC; Polices Covered by DICGC and ECGC. Treasury Operations: Integrated Treasury; Operations of Treasury; Dealing and Settlement Procedures. Internal Treasury Control: Structure and Organization of Treasury; Accounting and control; Various Measures of Controls; Insight into Information systems and Reporting Standards; Measuring Treasury Performance. Managing Customer and Investor Relationships: Services rendered by Banks; The Indian Banking Services; Planning for contingencies; Funds Management in Banks: Cash and Liquidity Management; Reserves Management; Investment Portfolio Management; Asset and Liability Management. Investment Portfolio of Banks: Investment portfolio of Banks; Investment Management; Components of Bank's Investment Policy; Valuation of Investment Portfolio – Models of Investment Asset –Liability Management: ALM Information Systems; ALM Organization;

Liquidity Risk, Management; Currency Risk Management; Interest rate Risk (IRR) Management.

Foreign Exchange: *Introduction and Overview of the Foreign Exchange market. The Determination of Exchange Rates. History of the International Financial System. The Real Exchange Rate -Nominal versus Real Exchange Rates. The Fisher Effect. Interest Rate Parity (IRP). Forex Arithmetic. International Finance Arbitrage. Forex Risk Management. Internal Hedging Techniques. Bond market. Structure and role of global bond market. Bond market products. Bond pricing and yield. Clean and dirty price. YTM, modified YTM, Yield to call, current yield, realized. yield, horizon analysis. Bond and interest rate risk. Properties of duration. Bond pricing and spot and forward rate. Term structure hypothesis. Securitization. Concept and reasons for securitization. Assets Backed Securities. Mortgaged Based securities.*

FDM 704: Project Management (1+1)

Planning- Introduction, Strategy and capital allocation, generation and project ideas, Market and Demand analysis, Technical Analysis, Financial Estimates and Projections, Selection Techniques: Time value of money, Investment criteria, Project cash flows, Cost of capital. Risk analysis- Firm risk and Market risk. Social cost benefits analysis. Multiple Projects and constraints Valuation and real options. Financing of Projects, Financing of Infrastructure Projects, Venture capital and private equity. Implementation- Project Management, Networking techniques for project management.

FDM 705: Business Analytics Fundamentals (1+1)

What is data mining- Cleaning the data, detecting outliers, Data partitioning, Training, validation and holdout samples, Open ended exploration as opposed to a strict view on inference, Oversampling rare events, Danger of over fitting, concept of test, validation sample. Introduction to data, text and web mining.

Exploratory data analysis- Data pre-processing, Visualization, Variable reduction, principal components, Curse of dimensionality.

Supervised learning - Classification and Prediction, Judging classification and predictive performance, the concept of lift, Multiple linear regression, Model selection

Simple Classification Schemes- Naïve Bayes, K-Nearest Neighbours

Classification and Prediction- CART, Logistic regression.

Classification and Prediction- Logistic regression, Discriminant analysis

Affinity Analysis- Association Rules, Survival Analysis

Unsupervised Learning- K-means clustering, Hierarchical clustering

Group project report due and project presentations during finals week

FDM 706: Application of software in Business (0+2)

Phyton and SQL

FDM 707 Electronic Commerce (1+1)

Overview of Electronic Commerce (EC) and its development, E-Commerce Infrastructure: The Internet and World Wide Web, Web design, JavaScript , Search Engines, What are they, How they work and how do we take advantage of them, Web Presence, Planning for a Web Presence, Designing an E-Commerce Presence, Intellectual Property, Acceptable Use, What's Behind the Graphics and Text. E-Marketplaces (Auctions, Portals etc.), E-Tailing Products and Services, Online Marketing and Online Consumer Behavior, Business- to-Business E-Commerce, E-Government and E-Learning, Web 2.0, Social Networks and Search Engine Optimization, E-Commerce Security, Payment Solutions and Order Fulfillment, E-Commerce Strategy and Global Issues, Legal,

Ethical and Tax Issues, Launching an E-Commerce Business, E-Commerce Business Analysis

Summary of courses

(credit hours)

<i>Sl</i>	<i>Semester</i>	<i>Core</i>	<i>Integrating</i>	<i>Seminar</i>	<i>Internship/ Applied Research Project</i>	<i>Specialisation</i>	<i>Total</i>
<i>1</i>	<i>I</i>	<i>10</i>	<i>7</i>	<i>-</i>			<i>17</i>
<i>2</i>	<i>II</i>	<i>10</i>	<i>6</i>	<i>-</i>			<i>16</i>
<i>3</i>	<i>III</i>	<i>8</i>	<i>4</i>	<i>1</i>		<i>2</i>	<i>15</i>
<i>4</i>	<i>IV</i>	<i>-</i>	<i>-</i>	<i>1</i>	<i>8</i>	<i>2</i>	<i>11</i>
	<i>Total</i>	<i>28</i>	<i>17</i>	<i>2</i>	<i>8</i>	<i>4</i>	<i>59</i>

Note: In addition to the above to the above listed courses, remedial courses which are non grade are compulsory as the case may be and decided by the advisory committee. The grades for such courses shall be satisfactory “S” or unsatisfactory “US”. The semester wise schedule of courses is only indicative and could be changed depending on exigencies.