

No.AC6/451/2016-17

NOTIFICATION

Sub: Revision of Syllabus of Masters in Agri Business Management from the academic year 2017-18.

Ref: 1. Decision of the meeting of the Faculty of Commerce held on 8th March 2017.

2. Decision of the meeting of the Academic Council held on 30th March 2017.

The Board of Studies in Masters in Agri Business Management which met on 24th December 2016 has recommended to revise the present syllabus of Masters in Agri Business Management Course.

The Faculty of Commerce and the Academic Council at their meetings held on 8th March 2017 and 30th March 2017 respectively have also approved the above proposal.

Pursuant to the approval of the academic council at its meeting held on 30th March 2017, the revised syllabus of Masters in Agri Business Management is notified and shall be implemented from the academic year 2017-18.

The Revised syllabus is annexed herewith and the contents may be downloaded from the University Website i.e., www.uni-mysore.ac.in

Draft approved by the Registrar

-Sd-
DEPUTY REGISTRAR (ACADEMIC)

To:

- 1) The Registrar(Evaluation), University of Mysore, Mysore.
- 2) The Dean, Faculty of Commerce, B.N. Bahadur Institute of Management Sciences, Manasagangotri, Mysuru.
- 3) The Chairman, Department of Studies in Commerce, Manasagangotri, Mysuru.
- 4) The Director, Institute of Development Studies, Manasagangotri, Mysuru.
- 5) The Chairman, Board of Studies in Agri Business Management (PG), Institute of Development Studies, Manasagangotri, Mysuru.
- 6) The Director, College Development Council, Mouly aBhavan, Manasagangotri, Mysuru.
- 7) The Co-ordinator for Online and Outreach Program, Parakalamata, Manasagangotri, Mysore.
- 8) The Deputy Registrars/Assistant Registrars/Superintendents, AB & EB, University of Mysore, Mysuru.
- 9) The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), University of Mysore, Mysuru.
- 10) Office Copy.

Syllabus for MBA (Agri-Business Management)

First Semester

ABM 101 Introduction to Agribusiness Management

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business and management. **Contents**

UNIT I

Indian Agriculture: Place of Agriculture in Indian Economy, trends in the structure of Indian Economy- Role of Agriculture in Economic Development in India. Trends in agricultural production and productivity, cropping pattern- size of farms and farm efficiency.

UNIT II

Functions of Management – Planning, organizing, staffing, motivation and control and Principles of Management.

UNIT III

Agribusiness - Linkages among sub-sectors of the Agribusiness sector; Economic Reforms and Indian agriculture; Impact of Liberalization, Privatization and Globalization on Agribusiness sector.

UNIT IV

Agribusiness Management: Definition, importance, Scope of Agribusiness Management, Agribusiness Management- Nature, definition, scope and functions. Agribusiness input and output services, Agricultural credit and foreign trade, Planning and Organizing Business- Importance of small agribusiness.

UNIT V

New trends in Agribusiness: Contract farming, Types and Scope of contract farming, Working of Contracts, Contract Models, Organic Farming, Genetically Modified Food, Farmer Producers' Organizations (FPO)

Case Studies

Suggested Readings

Adhikary M. 1986. *Economic Environment of Business*. S. Chand & Sons.
Aswathappa K. 1997. *Essentials of Business Environment*. Himalaya Publ.
Francis Cherunilam 2003. *Business Environment*. Himalaya Publ.
Broadway and Arif A Broadway. *Agribusiness Management*
Davis J. and Gold berg. *Introduction to Agri-Business Management*
Ruddra Datta and K. P. M. Sundram. *Indian Economy*

Objective

To acquaint the Students the meaning and concepts of organizational behaviour. Focus will be on understanding the concepts, processes, significance, and role of organizational behaviour.

Unit I

Fundamentals of Organizational Behaviour: Nature, Scope and Significance of Organizational Behaviour; Evolution and Historical Background of Organizational Behaviour; Models of Organizational Diversity,

Unit II

Individual Dimensions in Organizational Behaviour: Micro Organizational behaviour – Individual differences – Personality, self-concept, self-esteem and Self-Efficacy; Attitudes, Perception, Power – types & structures.

UNIT III

Group Dynamics: Group behaviour, team development, group cohesiveness- group decision making process, Effective teams, organizational conflicts, and conflict resolution, interpersonal skills, Johari Window and transactional Analysis

UNIT IV

Motivation: Types of motivation. Theories of motivation, Applications of motivation. Transactional analysis-Johari window-self fulfilling prophecy, Interpersonal relations-understanding, determinants, and developing; leadership styles and influence process; leadership theories; types of leaders, and effective leader; group dynamics-, types of groups, group formation, Group decision making, Team Building.

UNIT V

Management Change: Organizational culture or climate-concept, dimensions, ethos, determinants; organizational changes - types, resistances to change, role of change agent

Case Studies

Suggested Readings

- Fred Luthans 1998. *Organizational Behavior*. Tata McGraw Hill.
Harold Koontz & Keing Weighrlich. *Essentials of Management*. McGraw Hill.
John W Newstrom & Keith Davis. 1997. *Human Behaviour at Work*. Tata McGraw.
Robert C Appleby. 1997. *Modern Business Administration*. Macmillan India.
Stephen P Robbins 2007. *Organizational Behaviour*. Prentice Hall.
Stoner James AF. 2005. *Management*. Pearson Edu.

ABM 103 Managerial Accounting

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to expose the learner to the concept and methods of financial and management accounting. Focus will be on understanding techniques, uses and applications of financial and management accounting.

Contents

UNIT I

Introduction to Accounting: Meaning, accounting concepts, Principles and conventions – Financial Accounting V/s Management Accounting – Recording, classifying and summarizing business transactions leading to preparation of final accounts of sole proprietary, Merchandizing manufacturing and services business.

UNIT II

Company Final Accounts in India: requirements of companies Act of 2013 with respect to preparation of Final Accounts of companies – Annual reports and its contents.

UNIT III

Financial Statement Analysis-Meaning, Functions, Scope, Utility, Limitations and Tools of Management Accounting, Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, preparation of Cash Flow and Funds Flow Analysis, Management Audit and Financial.

UNIT IV

Excel Applications: Preparation and Analysis of Income Statement, Balances Sheet, Cash Flow Statement, Ratios and Projections by using Excel.

UNIT V

Cost Accounting – Nature, Course Objective, Significance of Cost Accounting; Classification of Cost, Preparation of Cost Sheet, Costing for Material, Labour, and Overheads; Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations; Standard Costing – Its Meaning, Uses and Limitations; Determination of Standard Cost, Variance Analysis- Material, Labour and Overhead.

Suggested Readings

Horngren. 2008. *Introduction to Financial Accounting*. 8th Ed. Pearson Edu.
Khan MY & Jain PK. 2004. *Management Accounting*. Tata McGraw Hill.
Battacharya and Dearden. *Accounting for management*
R. Narayanaswamy. *Financial accounting: A managerial Perspective*
Duncan Williamson. *Cost and managerial Accounting* Biggs. *Cost Accounting*
Robert Anthony and Reece. *Accounting Principles*

Objective

The course aims to make students proficient in written as well oral communication. The focus will be on business related communication.

Contents

UNIT I

Introduction to communication: Communication process, Barriers to Communication, Effective Communication, types of communication in organisations viz. Downward, Upward, Horizontal, Static Vs dynamic.

UNIT II

Non-Verbal Communication: Communication through clothes/ colours / space/ symbol, Body language and etiquettes, Interpersonal Communication, Self-concept and communication, Assertive Communication.

UNIT III

Writing Skills: Types of business writing viz, Newsletters, Reports, Folders, Fact Sheets, Press release; Readership and writing style - human aspects of writing, exercises in drafting letters, memo, e-mail, proposals, resume writing. Structure and process of creating business messages.

UNIT IV

Communication for Problems Solving: Meetings - Planning for meeting, tips for chairing, opening, progress & ending, Behavior of ordinary members, the character of business meeting, Energies for meetings, Group discussions, brain storming sessions and presentations.

UNIT V

Oral Communication: Handling personal communication - Letters, dictation, reading, problem-solving, listening skills, self-talk, self - reflection, steps to personal creativity, public speaking, body Language and kinesics, business etiquettes.

Suggested Readings

Bovee. 2008. *Business Communication Today*. 7th Ed. Pearson Edu.
Brown L. 2006. *Communication Facts and Ideas in Business*. Prentice Hall.
Lesikar. 2004. *Basic Business Communication*. McGraw Hill.
Ramchandran KK, Lakshmi KK & Karthik KK. 2007. *Business Communication*. Macmillan.

ABM 105 Marketing Management

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to develop an understanding of the field of Marketing. The focus will be on imparting knowledge of the basic concepts, tools and functions of marketing.

Contents

UNIT I

Introduction to Marketing Management: Marketing Environment; Marketing Mix, Strategic Marketing, Market Segmentation, Targeting, and Positioning; Buyer Behavior, Marketing Information System, Marketing Organization and Control. Organizational Behaviour

UNIT II

Product : Features of Products, Classification of Products; Product Policies, Product Line and depth, Product Life Cycle; New Product Development; Product Line and Product Mix; Branding, Packaging and labelling.

UNIT III

Pricing: Importance of price, Pricing objectives, factors affecting pricing decisions, procedures for price determination, Kinds of pricing, price differentials, Factors affecting prices

UNIT IV

Channels of Distribution: Definition, Importance, Marketing and distributions, Types of Distribution channels – Functions, Channels Management Decisions,

UNIT V

Promotion Mix; Introduction to Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations and Direct marketing, managing integrated marketing promotion, Customer Relationship Management.

Case Studies

Suggested Readings

Brassington 1997. *Marketing Management*. Pitman Publ. House.
Kotler P. 2002. *Marketing Management – Analysis, Planning, Implementation and Control*. Pearson Edu.
McCarthy 2003. *Marketing Management*. Tata McGraw-Hill.
Saxena R. 2002. *Marketing Management*. Mc Graw Hill.
Stanton WJ, Etzel MJ & Walker BJ. 1996. *Fundamentals of Marketing*. McGraw-Hill

Objective

To impart knowledge to the students of international trade in agriculture and various provisions under WTO in the new trade regime.

Contents

UNIT I

Need and importance of International Trade in Agriculture: Scope of gains from international trade, theory of comparative advantage, Concept of Exchange rates and Balance of payment, terms of trade – Meaning and classification. Offer curves. Theories of International trade – Ricardian Theory, Heckscher-Ohlin theory and Demand pattern theory.

UNIT II

International Trade – GATT and WTO, Structure and functions, its implications for Indian economy in general and agriculture sector in particular.

UNIT III

TRIPS, TRIMS quotas, anti dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; CDMs and carbon trade.

UNIT IV

Regional Trade Blocks and Trade cooperation, SAARC, OPEC, EEC, ASEAN, NATA, SOFTA.

UNIT V

Indian Agri-Export Policy – Export Procedure, Export documentation and Process – EXIM Policy, FDI and Merchant Banking. Agri Export Zones (AEZ) – Role and functions, SEZ, Export promotion councils. India's Export-Import Scenario – International Marketing Information System. Export specification for fruits and vegetables and SWOT analysis, Export Financing for agri-products and Export Insurance.

Case Studies

Suggested Readings

1. International Marketing and Export Management – Albaam and Gerald S
2. Agricultural Research Through International Cooperatives – Ravi Shrivastava and G. C. Shrivastava
3. Money, Banking, International Trade and Public Finance – Dr. D.M Mithani
4. International Economy – Myrdal
5. Trade Policies of India – Panchamukhi
6. Money, Banking, International Trade and Public Finance – M.L. Jhingan
7. Export Management – Prof. Laxmi Narayan
8. NCDEX Publications
9. APEDA Publications
10. India's Foreign Trade – DGFT, GOI, Kolkata.

Second Semester

ABM 201 Managerial Economics

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

To familiarize the students with the fundamentals of economic concepts and principles in the context of managerial decision making.

Contents

UNIT I

Introduction to Managerial Economics: Scope of managerial economics, objective of the firm and basic economic principles; mathematical concepts used in managerial economics.

UNIT II

Demand Analysis: meaning, types and determinants of demand; demand function; demand elasticity; demand forecasting-need and techniques.

UNIT III

Production, cost and supply analysis: production function, least-cost input combination, factor productivities and returns to scale, cost concepts, cost-output relationship, short and long-run supply functions.

UNIT IV

Pricing: Determinants of Price, pricing under different market structures, pricing of joint products, pricing methods in practice, government policies and pricing.

UNIT V

The National Income: circular flow of income: consumption, investment and saving: money-functions, demand & supply; inflation; economic growth; business cycles and business policies; business decisions under uncertainty.

Case Studies

Suggested Readings

Baumol WJ. 1980. *Economic Theory and Operations Analysis*. Prentice Hall of India.

Craig PH & Chris LW. 1996. *Managerial Economics*. Prentice Hall of India.

Dernberg TF. *et. al.* 1986. *Macro Economics: Concepts, Theories and Policies*.

McGraw Hill.

Dwivedi DN. 2002. *Managerial Economics*. Vikash Publ. Gupta GS. 1997. *Managerial Economics*. Tata McGraw Hill.

Koutsoyiannis A. 1989. *Modern Micro Economics*. Mac Millan Press.

ABM 202 Agri Supply Chain Management

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

Contents

UNIT I

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.

UNIT II

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.

UNIT III

Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

UNIT IV

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

UNIT V

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.

Case Studies

Suggested Readings

Altekar RV. 2006. *Supply Chain Management: Concepts and Cases*. Prentice Hall of India.

Monczka R, Trent R & Handfield R. 2002. *Purchasing and Supply Chain Management*. Thomson Asia.

van Weele AJ. 2000. *Purchasing and Supply Chain Management Analysis, Planning and Practice*. Vikas Publ. House.

ABM 203 Consumer Behaviour and Market Research

Credits: 4

IA 25 + Exam 75= 100 Marks

UNIT I

Consumer Behavior: Factors affecting purchases. Impact of distribution of consumers – age, sex, location, income and group dynamics – on purchases. Quality and price consciousness of consumers. Perception, learning, knowledge, attitude and motivation in consumer behaviour. Role of sales promotion measures in consumers' choice of stores and products.

UNIT II

Market and consumer research: objectives and scope Market surveys – selection of products, markets and consumers. Methods of conducting market surveys. Importance of market segmentation in consumer research.

UNIT III

Theory of Consumer Behaviour: Cardinal Utility Approach - Ordinal Utility Approach – Income effect and substitution effect – Applications of Indifference curve approach – Consumer surplus - Derivation of Demand curve – Elasticity of demand.

UNIT IV

Collection of data for market research: types of sources and methods. Compilation and analysis of data. Interpretation of results and presentation of report. Interpretation of report for decision making, PRA, RRA, Focus group discussions, Delphi Method.

UNIT V

Market information system: Sources and process of collection, analysis and dissemination of market news information.

Case Studies

Suggested Readings

1. Conceptual Issues in Consumers Behaviour – The Indian Context – Kumar - Pearson Education - 2003
2. Consumer Behaviour and Consumer Protection in India : Agrawal, Meenu
3. The Essence of Consumer Behaviour (Essence of Management Series)
4. Consumer Behaviour – Foxel

ABM 204Commodity Markets and Futures Trading

Credits: 4

IA 25 + Exam 75= 100 Marks

UNIT I

Overview of Commodity Marketing System: food grains, oilseeds, fibers , livestock and poultry, dairy products, horticultural products, spices marketing and forest products. Production pattern, regional variation in trends, marketing channels, marketing problems such as storage, transport, grading, processing and packaging, marketing costs and margins, price spread and pricing of agricultural products and Market intervention.

UNIT II

Commodity Markets: Indian Commodity Futures Market, Price Discovery. Physical Markets/Spot Market, Forward Contract, Futures Contract, Auction and Reserve auction, Futures, The challenges and opportunities in commodity trading, Behaviour of Agriculture Commodity Markets,

UNIT III

Commodity Futures: Trading activities on Futures Market, Individual Trading Behaviour, Hedging and Speculation in Futures Market, Forward, Futures Options, Sectoral Analysis (Agri. Commodities), Technical Analysis, Performance and Efficiency and Futures Market, Online Marketing Systems in Indian Futures Market, Different type of Futures Markets in India.

UNIT IV

Commodity Stock Exchanges. Options in future trade strategies (Derivates Trade), FMC. Functions of National Commodity Exchanges - MCX, NCDEX, NMCX, NSE, BSE, process of trading and contracts.

UNIT V

Capital markets – Public issues, privileged subscription, regulation of security offering, private placement, initial financing, signaling effects, secondary market.

Case Studies

Suggested Readings

1. Indian Food grain marketing , Moore and Khursor
2. Pricing efficiency of the Indian Wheat market – Cummings JR & Ralph W
3. Marketing Efficiency in Indian Agriculture – Janadanwalla
4. Agricultural Marketing in India – Prasad A. S.
5. Survey of Indian Agriculture ,The Hindu Publication
6. National Commodity and Derivatives Exchanges (NCDEX) Publications

ABM 205 Research Methods and Quantitative Techniques

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to develop an understanding of research methodology. The focus will be on process and techniques of research.

Contents

UNIT I

Research Methodology: Meaning, Course Objective, types, and process of research; research methodology in management- exploratory, descriptive, experimental, diagnostic, Problem formulation, setting of Course Objective, formulation of hypotheses.

UNIT II

Scales of Measurement: nominal, ordinal, interval, ratio, Likert scale and other scales; Primary and secondary data, sources of data, instruments of data collection, data editing, classification, coding, validation, tabulation, presentation, analysis. Frequency Distribution, Measures of Central Tendency, Measures of Variation, Skewness and Kurtosis

UNIT III

Sampling: Probability and non-probability sampling techniques including Simple Random Sampling, Stratified Sampling, Multi-stage Sampling, Systematic Sampling, Purposive Sampling, Quota sampling, judgment sampling, and convenience sampling, sample size determination, sampling and non-sampling errors.

UNIT IV

Quantitative Techniques: Role and uses of quantitative techniques in business decision making, Use of Equations, Use of Determinants and Matrices in business decisions, Simple, partial, and multiple correlation, simple and multiple regression, Index Numbers, Hypothesis testing, ANOVA, Factor analysis, cluster analysis, Multivariate analysis, Application of Statistics in Business, SPSS package.

UNIT V

Report Writing: Types of report, essentials and contents of good report writing.

Suggested Readings

Cooper DR & Schindler PS. 2006. *Marketing Research Concepts and Cases*. Tata McGraw Hill.

Green PE, Tull DS & Albaum G. 1998. *Research for Marketing Decisions*. Prentice Hall of India.

Kothari CR. 1989. *Research Methodology*. Wiley Eastern.

C.R. Kothari. *Quantitative Techniques*.

Vohra N. D. *Quantitative Techniques in Management*

ABM 206 Rural Marketing

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

To objective of this course is to develop understanding regarding issues in rural markets like marketing environment, consumer behaviour, distribution channels, marketing strategies, etc.

Contents

UNIT I

Concept and scope of Rural Marketing: nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution.

UNIT II

Environmental Factors: socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.

UNIT III

Periodic Markets: Markets as central places-hierarchies-Models of itinerant trading-Social relations-organization of markets-Markets as service centers-Periodic markets and spatial development. Rural markets in Karnataka- Spatial distribution, Characteristics, functions, growth and its relationship with urban wholesale markets.

UNIT IV

Rural Marketing Strategy: Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix, pricing Course Objective, pricing policy and pricing strategy, distribution strategy.

UNIT V

Promotion and Communication Strategy: Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.

Case Studies

Suggested Readings

Krishnamacharyulu C & Ramakrishan L. 2002. *Rural Marketing*. Pearson Edu. Ramaswamy VS & Nanakumari S. 2006. *Marketing Management*. 3rd Ed. MacMillan Publ.

Singh AK & Pandey S. 2005. *Rural Marketing*. New Age. Singh Sukhpal. 2004. *Rural Marketing*. Vikas Publ. House.

Third Semester

ABM 301 Project Management and Entrepreneurship Development

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to expose the learner to the fields of project management and entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Contents

UNIT I

Introduction to Projects: Concept, characteristics of projects, types of projects, project identification, and Project's life cycle.

UNIT II

Project Plan: Organizational plan, Financial plan (types of capital), Marketing plan, Project feasibility - Market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis.

UNIT III

Network Methods: Meaning, Network Analysis, Requirements for Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation. SWOT Analysis, PESTLE,

UNIT IV

Financial Appraisal/Evaluation Techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal Rate of Returns; Cost benefits ratio; Accounting rate of return, Pay back period, Project implementation; Cost over run, Project control and information system.

UNIT V

Entrepreneurship: Significance of entrepreneurship in economic development qualities of entrepreneur, entrepreneurship development programs and role of various institutions in developing entrepreneurship, life cycles of new business, environmental factors affecting success of a new business, reasons for the failure and visible problems for business, Developing effective business plans, Procedural steps in setting up of an industry. Creativity and Innovation, Institutional support for Entrepreneurship Development, Venture Capital and Family Business in Entrepreneurship.

Case Studies

Suggested Readings

1. Chandra P. 2005. *Project Management*. Tata McGraw Hill.
2. Gopal Krishan P & Nagarajan K. 2005. *Project Management*. New Age.
3. Hisrich RD & Peters MP. 2002. *Entrepreneurship*. Tata McGraw Hill.
4. Kaplan JM. 2003. *Patterns of Entrepreneurship*. John Wiley & Sons.
5. Nandan H. 2007. *Fundamentals of Entrepreneurship Management*. Prentice Hall.
6. Ramamoorthy VE. 2005. *Textbook of Project Management*. MacMillan.

ABM 302 Advertising Management

Credits: 4

IA 25 + Exam 75= 100 Marks

UNIT I

Advertising - Introduction, Meaning and Concepts, Types of Advertising, Legal, Ethical and Social aspects of advertising.

UNIT II

Advertising and Marketing Communication - Integrated Brand Equity: Paradoxes in marketing Communication, Value paradox, global-local paradox, global advertising paradox, standardized brand, consumer view point, perception of brands. Branding strategies, different brand types, strategies for international brands, product category. Brand positioning. Campaign Planning.

UNIT III

Media strategy and planning: Media, market affluence, company organization and management homogenization of consumer needs and tastes. Creating effective advertising: culture, selective perception, stereotyping thinking pattern and intellectual styles, language, signs, symbols and global cultures. Long term and short term goals, Advertising Budget.

UNIT IV

Advertising testing: How advertising works paradoxes in advertising appeals, effective advertising instrument, appeals by dimensions, consequences for advertising concepts, cross- cultural advertising ,research acceptance.

UNIT V

Corporate Communication: Communication purpose, information processing, informational Vs emotional persuasive communication. Public relations in Advertising: Linking and perception of advertising, consumer behaviour, target groups, market development. Public Relation Contribution to Strategic Planning: Communication strategy, future of advertising.

Case Studies

Suggested Readings:

1. Creative Advertising: Ideas and Techniques from world's Best Campaigns, Mario Pricken, Thames, Hudson
2. Advertising: Principles and Practice (6th Edition) William D. Wells. Et al
3. Cutting edge Advertising II, Jim Aitchison
4. Advertising Today, Warren Berger
5. Advertising for Dummies, Gary Dahl
6. Ogilvy on Advertising (Vintage), David Ogilvyss .

ABM 303 Agricultural Marketing & Cooperative Management

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to give the students an understanding of concept, various policies, strategies and decisions relating to marketing that can be developed by agribusiness firms.

Contents

UNIT I

Introduction to Agricultural Marketing: Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; Markets: Definition of market and agricultural marketing, historical development, classification of markets- according to nature of commodities. Markets and market structure approaches to study the marketing. Marketing functions and services- transportation, storage, processing, Packaging and warehousing, grading and standardization, financing.

UNIT II

Agricultural Marketing Organizations: Role, Functions and Schemes of CACP, FCI, CCI, JCI, APEDA, NHB, DMI, Bureau of Indian Standards (BIS), CWC, SWC, Export Promotion Council, Agricultural Marketing Boards, Forward Markets Commission.

UNIT III

Introduction to Co-operative: Introduction to managing co-operatives, emergence, endurance and growth of co-operatives, Principles of co-operation, silent and unique management challenges in co-operatives, the design issues in co-operatives and leadership issues in co-operatives. The design of Anand pattern –the federal structure causes of sickness, and managing boards.

UNIT IV

Co-operative Management; Need, Scope and Importance of Cooperatives Management; Management Process: Planning, organizing, staffing, leading and controlling.

UNIT V

Agribusiness Cooperatives – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative. Cooperative Institutions- NDDDB, NAFED, NCDC, Dairy co-operatives, Credit and Consumers Co-operatives, Marketing Co-operatives – HOPCOMS

Case Studies

Suggested Readings

Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford & IBH.

Kohls RL & Uhj JN. 2005. *Marketing of Agricultural Products*. 9th Ed. Prentice Hall.

Acharya S.S 2012. *Agricultural Marketing in India*

The Hindu Publication. *Survey of Indian Agriculture*

ABM 304 Business Law and Ethics

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to expose the learner to various ethical issues and laws affecting business. Focus will be on understanding provisions of various business laws and also ethical practices to conduct the business properly.

Contents

UNIT I

Introduction to Indian legal system: Scope and importance of Business Law – Sources of Law, Business Law and Social obligations and business ethics. The Indian Contract Act, Contract meaning, nature, significance, types of contract, essentials of a valid contract, offer and acceptance, capacity to contract, free consent, performance of contract. RTI Act

UNIT II

Companies Act-2013: Incorporation, Commencement of Business, Types of Companies, Management, Winding of Companies, Negotiable Instruments Act. Producer Company Act

UNIT III

Essential Commodities Act, The Food Safety & Standards Act 2006, The Consumer protection Act, BIS Act and. Agricultural Marketing Policy – 2013.

UNIT IV

Industries Development and Regulation Act (IDR) Act 1951, Bureau of Indian Standards Act 1986,

UNIT V

Ethics: Nature and importance of ethics and moral standards; corporations and social responsibilities, scope and purpose of business ethics; Ethics in business functional areas; industrial espionage; solving ethical problems; governance mechanism.

Suggested Readings

Gulshan SS & Kapoor GK. 2003. *Business Law including Company Law*.

10th Ed. New Age Publ.

Kapoor ND. 2005. *Business Law*. S. Chand & Sons.

Tulsain PC. 2006 *Business Law*. Tata McGraw Hill.

Tuteja SK. 2005. *Business Law for Managers*. S. Chand & Sons.

ABM 305 IT in Agribusiness

Credits: 4

IA 25 + Exam 75= 100 Marks

UNIT I

Information Technology: Concept, Meaning, definition, applications, advantages of information Technology in Agribusiness, Impact of Information technology on Agribusiness sector in India. Problems in using Information Technology. Information Technology for Agricultural production and Marketing.

UNIT II

Application of Computers: Industry, Management, Commerce, Internet. Computer and communication: Single user, Multi-user, and Overview of LAN, WAN: Overview of modem, E-Mail, Fax Internet facilities through WWW Web resources and intranet, NICNET

UNIT III

Information Concept and Processing: Data concept; Elements of data processing and special application ; Concept of software; Concept of Operating system; Computer and communication; Internet and Intranet ; IT application in agribusiness;Data Base and Information System: Data base and data base Management system, Information system, Management Information System- MIS

UNIT IV

IT and Computers; Stepping in the Computer; Input and Output Devices; Secondary Storage; Programming; Systems Software; Applications Software; Systems Development; Computer Security; Software Utilities; Issues and Trends in IT.

UNIT V

Use of popular computer software in Business: - SPSS, Tally,E- Commerce, E-Government: Government- to Citizens, Interdisciplinary Nature of EC-EC Success – EC failures. Business Models, Plans and Cases, Structure of Business models online, direct marketing – Electronic tendering systems, Benefits of E- Commerce to Organizations, Consumers, Society, Inter Organization and collaboration, The limitation of E-Commerce - Technical limitations. Hands on experience with process of CMIE and a few sample exercises on ratio analysis using the package. Hands on experience with SPSS package and a few sample exercises on statistical analysis.

Suggested Readings

Newman and Michael E. *Computer Application in Agriculture and Agribusiness*

Carlos Arthur B. *e-Commerce in Agribusiness* Lucas. 2004. *Information Technology for Management*. McGraw Hill.

Norton P. 1998. *Introduction to Computers*. 2nd Ed. Tata McGraw Hill.

Rajaraman V. 2006. *Introduction to Information Technology*. Prentice Hall of India.

ABM 306 Corporate Social Responsibility in Agribusiness

Credits: 4

IA 25 + Exam 75= 100 Marks

Corporate Social Responsibility

Objective

The objective of this course is to develop an understanding and appreciation of the importance of value system, ethical conduct in business and role and responsibilities of corporate in social systems.

Contents

Unit I

Moral Values and Ethics: Values – Concepts, Types and Formation of Values, Ethics and Behaviour. Values of Indian Managers; Managerial Excellence through Human Values; Development of Ethics, Ethical Decision Making, Business Ethics.

Unit II

Managing Ethical Dilemmas at Work: The Corporation and External Stakeholders, Corporate Governance: From the Boardroom to the Marketplace, Corporate Responsibilities towards Consumer Stakeholders and the Environment; The Corporation and Internal Stakeholders; Values-Based Moral Leadership, Culture, Strategy and Self-Regulation; Spiritual Leadership for Business Transformation. Organizational Excellence and Employee Wellbeing through Human Values.

Unit III

Corporate Social Responsibility: A Historical Perspective from Industrial Revolution to Social Activism; Moral Arguments for Corporate Social Responsibility, Development of Corporate Conscience as the Moral Principle of Corporate Social Responsibility,

Unit IV

Corporate Social Responsibility in Agribusiness, Employees, Consumers and Community. Corporate Governance and Code of Corporate Governance, Consumerism, Current CSR Practices of the Firms in India and Abroad. Challenges of Environment: Principles of Environmental Ethics, Environmental Challenges as Business Opportunity, Affirmative Action as a form of Social Justice.

Unit V

Issues in Moral conduct of Business and CSR : Failure of Corporate Governance, Social Audit, Unethical Issues in Sales, Marketing, Advertising and Technology: Internet Crime and Punishment, Intellectual Property Rights, Corruption in Business and Administration. BS / ISO Guideline on CSR Management (ISO-26000).

Case Studies

Suggested Readings

1. Hartman , Laura P. and Joe DesJardins (2007). Business Ethics: Decision-Making For Personal Integrity And Social Responsibility, McGraw-Hill/Irwin. w.e.f Academic Session 2010-2011

2. Hartman, Laura P and Abha Chatterjee (2006). Perspectives in Business Ethics , Tata McGraw Hill
MDM Curriculum Revision

3. Manuel G.Velasquez (2007) , Business Ethics Concepts , PHI

4. Baxi C.V. and Prasad Ajit (2007): Corporate Social Responsibility , Excel Books

ABM 307 Project work /Industry Internship

Credits: 4

IA 25 + Exam 75= 100 Marks

The students are given opportunities to conduct market survey on current agri-business problems/issues in between second and third Semester as a part of a curriculum. This Project work/Internship is designated to facilitate the students to understand the agribusiness firms/Industry/market situation by conducting such surveys and working with the industry for 2 weeks on the subject chosen for the study. This would be the individual work of each student which will be carried out under the supervision of a guide. The final report has to be prepared in consultation with the respective guides. The project report / Internship report should be comprehensive and the final report has to be submitted for assessment before the commencement of the third semester examination which carries 100 marks in third semester. The Project work/ Internship will be assigned before the commencement of the third semester so that the students can visits the agribusiness industry to carry out their work during the break between second and third semester.

Fourth Semester

ABM 401 Food Marketing

Credits: 4

IA 25 + Exam 75= 100 Marks

The objective of this paper is to introduce students to the marketing system for processed food products. This also helps them in understanding the relationship between agricultural markets and market for processed food.

UNIT I

Food Industry: The science of food-Introduction to food processing-Food industry-Over view of the Global Food Industry and Indian scenario. Introduction to food marketing-analysis of food markets, food consumption and marketing-market development and demand expansion.

UNIT II

Demand for Food. Factors influencing demand for food-changes in population, income, tastes and preferences, family size, urbanization. Gender issues, Drivers of change Food Value Chain, Institutions , Government Food Policies.

UNIT III

Food Strategic Management: Application BCG Matrix, Ansoff Matrix, Porter's 5 forces, Porter's generic strategy.

UNIT IV

Food Distributing: case studies. Macdonald, GM Foods, Pizza Hut, KFC, Maggi and other multinational companies operating in different regions of the world.

UNIT V

Recent Developments in Food Marketing: Food policy-evolution-Markets and Famines- policy issues-The concept of food Security. Right to Food. Government Intervention. Recent developments. Mad cow diseases (BSE CJD), Swine flu, Bird flu, Food crisis in developed countries.

Case Studies

Suggested Readings:

1. Food Marketing- L.B. Darrah (Ronald Press Company).
2. Marketing Structure for selected process food products in USA, Sweden, Denmark, Norway, Canada and UK-USDA publications.
3. Modern Marketing of farm products-Martinson (Interstate Press)
4. Marketing perishable food products-Adems and Arther
5. The story of Macdonald-2000
6. Chopra-Evolution of food policy in India Oxford 1981
7. Martin Ravillion-Markets and farmers-Ctarendon Press Oxford 1987
8. IFPRI-Reports and publications.

ABM 402 Retail Management

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to assist students in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

UNIT I

Retail Marketing: Definition and concepts, Economic significance of retailing – opportunities in retailing, types of retailers- trends in the retailing industry.

UNIT II

General Merchandise: Retailers – services retailing. Store versus Store-Based Retailers – Electronic Retailing – Catalog and Direct – Mail Retailing – Shopping – Vending Machine Retailing. Retail market strategy – Target Market and Retail Format Growth, Retail locations and site selection. Strategic advantages gained through Supply Chain Management.

UNIT III

Revolution in Retailing: Super Markets, Discounts Shops, Warehouse Shops, Franchising, Multi Brand and Signal Brand Retailing,

UNIT IV

Foreign Direct Investment: Food Retailing, FDI in Retailing.

UNIT V

Retail Sales Management: Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

Case Studies

Suggested Readings:

1. Retail Marketing – Malcolm Sullivan and Dennis Adcock
2. Retail Marketing – Akehurst Gary
3. Retail Marketing and Strategy – Samli A. Coskun
4. Retail Marketing Management – David Waters and David White
5. Hand Book of Retailing – Allen Wort (Dd)

1. Plantation Crops Management

Credits: 4

IA 25 + Exam 75= 100 Marks

UNIT I

Plantation Commodities in India: Production of Plantation crops and their Management - Cashew nut, Tea, Coffee, Rubber, Spices, Coconut, Cocoa, Areca nut and other minor plantation crops. Detailed study of the Commodity Boards like Coffee Board, Tea Board, Rubber Board, Spices Board, and the problem relating to the functioning of these Boards.

UNIT II

Marketing of Plantation Crops: Market Structure, marketing of plantation crops marketing channels, product development, branding, pricing and promotion, export of plantation crops, logistics management-purchase, stores and transport, finance in plantation crops.

UNIT III

Commodity Boards: and Promotional agencies and cooperatives, public and private agencies,

UNIT IV

Market Intervention: Role of government in market Intervention of plantation commodities in India, and their functions, activities and Policy implications.

UNIT V

Emerging Issues in Plantation Crops: Problems and prospects of the major plantation sectors.

Case Studies

Suggested Readings:

1. Survey of Indian Agriculture
2. FAO Year Book
3. Commodity Boards Publications
4. Plantation crops Research Institute Publications
5. Industry Survey Reports

6. NHB Publications
7. APEDA Publications
8. Agricultural Marketing in India – S. S. Acharya, 2012
9. Economic Survey of India, Govt. of India
10. Export Competitiveness for Agricultural commodities in India – Ashok Gulathi

2. Farm and Dairy Business Management

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions. To impart knowledge about management of livestock products, product development, quality control, preservation and marketing strategies for livestock products.

Contents

UNIT I

Farm Business Management: Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems.

UNIT II

Principles of farm managementDecisions: principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

UNIT III

Tools of farm management and farm business analysis: farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

UNIT IV

Management of farm resources: Land, Labour, Farm machinery, Farm building, etc. Risk and uncertainty in farming-sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty.

UNIT V

Present status of livestock products industry in India – dairy, meat poultry, skin, hides, wool, etc; Dairy Products- Manufacturing technologies of various dairy products and by-product utilization. Meat and Poultry Products- Manufacturing technologies of meat and meat products, egg and poultry products; production processing and utilization of wool and animal by-products.

Case Studies

Suggested Readings

Heady EO & Jensen H. 1960. *Farm Management Economics*. Prentice Hall.

Johl SS & Kapoor TR. 1973. *Fundamentals of Farm Business Management*.

Kalyani Publ.

Kahlon AS & Singh K. 1992. *Economics of Farm Management in India*. Allied Publ.

Panda SC. 2007. *Farm Management & Agricultural Marketing*. Kalyani Publ.

Walstra et al. 2006. *Dairy Science and Technology*. 2nd Ed. Taylor & Francis.

ABM 404: Elective II (any one)

1. Human Resource Management

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to expose the learner to the field of human resource management. The focus will be on human resource practices and their utility for managers.

Contents

UNIT I

Introduction to Human Resources Management: Human Resource Planning- Nature and Significance, Job Analysis, Job Description, job Specification, Job enlargement, Job enrichment, Job rotation, Job evaluation.

UNIT II

Recruitment and Selection Process: Induction, Training and Human Resource Development-Nature, Significance, Process and Techniques, Internal mobility including Transfers, Promotions, employee separation.

UNIT III

Performance Appraisal: Significance and methods, Compensation management, Wage and Salary Administration - Course Objective; Wage Fixation; Fringe Benefits, Incentive Payment, bonus, and Profit Sharing.

UNIT IV

Industrial Relations: Role and Status of Trade Unions; Collective Bargaining; Worker's Participation in Management, Career planning and employee retention.

UNIT V

Quality of work life: employee welfare measure, Disputes and grievance Handling Procedures; Arbitration and Adjudication; Health and Safety of Human Resources; Human Resources accounting, Human Resources outsourcing.

Case Studies

Suggested Readings

Ashwathapa K. 1997. *Human Resource Management*. Tata McGraw.

Flippo EB. 1984. *Personnel, Management*. McGraw-Hill.

Garry D. 2001. *Human Resource Management*. 7th Ed. Prentice-Hall of India.

Mamoria CB. 1996. *Personnel Management*. Himalaya Publ. House.

Subba Rao P. 2004. *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publ. House.

Venkantavatnam CS & Srivastav BK. 1991. *Personnel Management and Human Resources*. Tata McGraw-Hill.

2. Management of Agricultural Input Marketing

Credits: 4

IA 25 + Exam 75= 100 Marks

Objective

The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.

Contents

UNIT I

Agricultural Input Marketing: meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri input marketing.

UNIT II

Irrigation: Definition, Types, Methods of irrigation – importance and advantages and

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

UNIT III

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

UNIT IV

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

UNIT V

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

Case Studies

Suggested Readings

Acharya SS & Agarwal NL. 2004. *Agricultural Marketing in India*. 4th Ed. Oxford

& IBH.

Broadway AC & Broadway Arif A. 2003. *A Text Book of Agri-Business Management*. Kalyani.

Singh AK & Pandey S. 2005. *Rural Marketing*. New Age.

Singh Sukhpal 2004. *Rural Marketing- Focus on Agricultural Inputs*. Vikas Publ.

House.

ABM 405Dissertation

Credits: 6

IA 50 + Exam 100= 150 Marks

The Objective of introducing dissertation on a mandatory requirement to give a first hand exposure to the students to analyse agribusiness management related problems and to enable them to develop problem solving skills. Students are required to employ several techniques and also collect primary and secondary information. Each student is expected to carry out original study under the supervision of faculty designated on the issues related to trade, business, commerce, industry, finance, corporate governance and the other allied areas. The international assessment (50 marks) will be assessed based on the progress of the students by conducting reviews. The dissertation report (two copies) with the certificate from the guide will have to be submitted for assessment before the commencement of the fourth semester examination (100 marks).

ABM 406 Viva – Voce

50 Marks

The Viva – Voce will be conducted at the end of the programme i. e. after the completion of all the theory examinations of the fourth semester. The Viva – Voce examination will be conducted by

Chairman, BOE and one External Examiner and internal faculty members the examination board. The Viva –Voce will be assessed for 50 marks on the basis of their comprehension of the subject and also the dissertation they have prepared in the IV semester.

Course Matrix for MBA (Agri-Business Management)

Existing Course Matrix Revised Course Matrix

Code	Title of the Paper	Credit	Marks		Total	Code	Title of the Paper	Credit	Marks		Total
			IA	Exam					IA	Exam	

First Semester						First Semester					
ABM 101	Introduction to Agribusiness Management	4	25	75	100	ABM 101	Introduction to Agribusiness Management	4	25	75	100
ABM 102	Managerial Communication	4	25	75	100	ABM 102	Organizational Behaviour	4	25	75	100
ABM 103	Managerial Accounting	4	25	75	100	ABM 103	Managerial Communication	4	25	75	100
ABM 104	Marketing Management	4	25	75	100	ABM 104	Managerial Accounting	4	25	75	100
ABM 105	Management of Agricultural Inputs	4	25	75	100	ABM 105	Marketing Management	4	25	75	100
ABM 106	International Trade in Agriculture	4	25	75	100	ABM 106	International Trade in Agriculture	4	25	75	100
	Total	24	150	450	600		Total	24	150	450	600
Second Semester						Second Semester					
ABM 201	Managerial Economics	4	25	75	100	ABM 201	Managerial Economics	4	25	75	100
ABM 202	Supply Chain Management	4	25	75	100	ABM 202	Agri Supply Chain Management	4	25	75	100
ABM 203	Consumer Behaviour and Market Research	4	25	75	100	ABM 203	Consumer Behaviour and Market Research	4	25	75	100
ABM 204	Commodity Markets and Futures Trading	4	25	75	100	ABM 204	Commodity Markets and Futures Trading	4	25	75	100
ABM 205	Research Methods and Quantitative Techniques for Agribusiness	4	25	75	100	ABM 205	Research Methods and Quantitative Techniques	4	25	75	100
ABM 206	Rural Marketing	4	25	75	100	ABM 206	Rural Marketing	4	25	75	100
	Total	24	150	450	600		Total	24	150	450	600
Third Semester						Third Semester					
ABM 301	Agribusiness Entrepreneurship	4	25	75	100	ABM 301	Project Management and Entrepreneurship Development	4	25	75	100
ABM 302	Management of Agricultural and	4	25	75	100	ABM 302	Advertising Management	4	25	75	100

	Industrial Projects										
ABM 303	Advertising Management	4	25	75	100	ABM 303	Agricultural Marketing and Co-operative Management	4	25	75	100
ABM 304	Agricultural Marketing and Co-operative Management	4	25	75	100	ABM 304	Business Law & Ethics	4	25	75	100
ABM 305	Business Legislations	4	25	75	100	ABM 305	IT in Agribusiness	4	25	75	100
ABM 206	IT in Agribusiness	4	25	75	100	ABM 206	Corporate Social Responsibility in Agribusiness	4	25	75	100
ABM 307	Project Work	4	25	75	100	ABM 307	Project Work	4	25	75	100
	Total	28	175	525	700		Total	28	175	525	700
Fourth Semester						Fourth Semester					
ABM 401	Food Marketing	4	25	75	100	ABM 401	Food Marketing	4	25	75	100
ABM 402	Retail Management	4	25	75	100	ABM 402	Retail Management	4	25	75	100
ABM 403	Human Resource Management in Agribusiness	4	25	75	100	ABM 403	Elective I 1. Plantation Crops Management 2. Farm and Dairy Business Management	4	25	75	100
ABM 404	Plantation Crops Marketing Management	4	25	75	100	ABM 404	Elective II 1. Human Resource Management 2. Management of Agricultural Input Marketing	4	25	75	100
ABM 405	Dissertation	4	25	75	100		Dissertation	6	25	100	150
ABM406	Viva-voce			100	100	ABM 405	Viva-voce	-	-	50	50

	Total	20	125	475	600	ABM406	Total	22	150	450	600
	Grand Total	96	600	1900	2500		Grand Total	98	625	1875	2500

Revised Course Matrix for MBA (Agribusiness Management)

Code	Title of the Paper	Credit	Marks		Total
			IA	Exam	
First Semester					
ABM 101	Introduction to Agribusiness Management	4	25	75	100
ABM 102	Organizational Behaviour	4	25	75	100
ABM 103	Managerial Communication	4	25	75	100
ABM 104	Managerial Accounting	4	25	75	100
ABM 105	Marketing Management	4	25	75	100
ABM 106	International Trade in Agriculture	4	25	75	100
	Total	24	150	450	600
Second Semester					
ABM 201	Managerial Economics	4	25	75	100
ABM 202	Agri Supply Chain Management	4	25	75	100
ABM 203	Consumer Behaviour and Market Research	4	25	75	100
ABM 204	Commodity Markets and Futures Trading	4	25	75	100
ABM 205	Research Methods and Quantitative Techniques	4	25	75	100
ABM 206	Rural Marketing	4	25	75	100
	Total	24	150	450	600
Third Semester					
ABM 301	Project Management and Entrepreneurship Development	4	25	75	100
ABM 302	Advertising Management	4	25	75	100
ABM 303	Agricultural Marketing and Co-operative Management	4	25	75	100
ABM 304	Business Law & Ethics	4	25	75	100
ABM 305	IT in Agribusiness	4	25	75	100
ABM 306	Corporate Social Responsibility in Agribusiness	4	25	75	100

ABM 307	Project Work	4	25	75	100
	Total	28	175	525	700
Fourth Semester					
ABM 401	Food Marketing	4	25	75	100
ABM 402	Retail Management	4	25	75	100
ABM 403	Elective I (any one) 1. Plantation Crops Management 2. Farm and Dairy Business Management	4	25	75	100
ABM 404	Elective II (any one) 1. Human Resource Management 2. Management of Agricultural Input Marketing	4	25	75	100
ABM 405	Dissertation	6	50	100	150
ABM406	Viva-voce	-	-	50	50
	Total of Fourth Semester	22	150	450	600
	Grand Total	98	625	1875	2500

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VishwavidyanilayaKaryasoudha
Crawford Hall, Mysuru- 570 005

No.AC6/451/2016-17

Dated: 16th June 2017

NOTIFICATION

Sub: Introducing 3 new subjects and 4 new self study elective subjects in Development Management Course (PG) from the academic year 2017-18.

- Ref: 1. Decision of the Faculty of Commerce Meeting held on 8th March 2017.
2. Decision of the Academic Council Meeting held on 30th March 2017.

The Board of Studies in Master in Development Management (PG) held on 26-12-2016 has recommended to introduce 3 new subjects and 4 new self study elective subjects of Masters in Development Management (PG) from the academic year 2017-18 as follows:

“The board resolved to restructure the course curriculum by adding three new subjects namely Corporate Social Responsibility, Principles of Management and Community Based Education Management and four new study elective subjects”.

In pursuance to the approval of the academic council at its meeting held on 30th March 2017, the introduction of above 3 new subjects and 4 new self study elective subjects in Development Management Course (PG) is hereby notified and it shall be effective from the Academic year 2017-18.

The contents may be downloaded from the University Website i.e., www.uni-mysore.ac.in.

Draft approved by the Registrar

-Sd-
DEPUTY REGISTRAR (ACADEMIC)

To:

- 1) The Registrar (Evaluation), University of Mysore, Mysuru.

- 2) The Dean, Faculty of Commerce, B.N. Bahadur Institute of Management Sciences, Manasagangotri, Mysuru.
- 3) The Chairman, Department of Studies in Commerce, Manasagangotri, Mysuru.
- 4) The Chairman, Board of Studies in Commerce (PG), Manasagangotri, Mysuru.
- 5) The Director, College Development Council, Moulya Bhavan, Manasagangotri, Mysuru.
- 6) The Deputy Registrar/Assistant Registrar/Superintendent, AB & EB, University of Mysore, Mysuru.
- 7) The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), University of Mysore, Mysuru.
- 8) Office Copy.



PROPOSAL FOR REVISION OF MASTER IN DEVELOPMENT MANAGEMENT (MDM) SYLLABUS

Submitted to the Board of Studies (BOS) MDM for approval



Introduction

Master in Development Management (MDM) is a Post Graduate (PG) course offered by Vivekananda Institute for Leadership Development, and is recognized by the University of Mysore. The curriculum of this course combines the concepts of Social work, Management and integrated field work which makes it a unique course for the development sector.

MDM is fulfilling the need for development professionals who would be proficient in working in Development Organizations including (NGOs), Government Corporate Sector- CSR initiatives, Corporate Foundations, International Agency Funded projects, Research and academic Institutions, besides getting an insight to start their own collectives.

Presently, MDM has a course structure of 15 core papers, two electives, two apprenticeships and one research based project Work.

The Need for Revision of MDM Curriculum:

The last comprehensive MDM curriculum revision was undertaken in the year 2011. The MDM Course being projected as a program for the development professionals needs to be updated with the latest outlook, initiatives and trends. As many changes affecting the field of development studies have taken place in the last six years, it is considered necessary to take up a revision of the MDM syllabus to make it current and relevant to the sector.

Thus, through this proposal for revision of the syllabus, V-LEAD intends to upgrade the syllabus and make it current and relevant.

The process:

Several informal faculty meetings were held in the academic year 2016-17 to discuss the modalities and contents of the curriculum revision. A formal meeting was held on 27th July 2016 wherein the topic of curriculum revision was elaborately discussed.

This was followed up with the seeking the opinions and inputs from Industry academicians, experts, development practitioners, senior government officials, alumni, and students and based on their inputs three new subjects were proposed to be added, namely,

1. Corporate Social Responsibility (CSR)
2. Principles of Management
3. Community Based Education Management.

In addition to the inclusion of new core subjects, the following changes are proposed in the new MDM curriculum:

- (1) Grouping of subjects such as “Water Resource Management” with “Sustainable Technologies and Development”, “Constitutional framework” with “Law and the Development Sector” as there were many overlaps and repetitions.
- (2) Thematic re-arrangement of papers across 4 Semesters to ensure that the required skills are acquired by the graduates at various exit points. It may be worthwhile to note that the candidate who exits after completing successfully certain credits will be eligible for award as shown below:
 - a) Second semester (40 credits): Post Graduate Diploma in Development Management (PGDDM). The candidates are expected to be qualified for the post of “Project Supervisor” at this exit point.

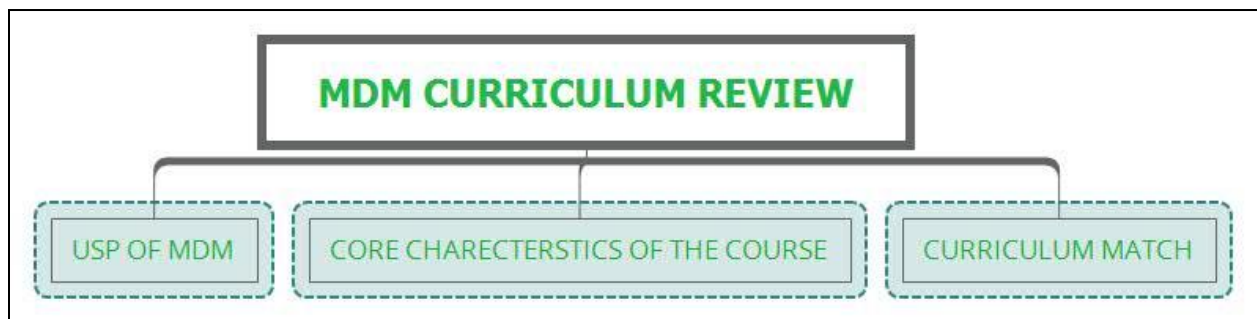
- b) Third semester (58 credits): Advanced Diploma in Development Management (ADDM). The candidates are expected to be qualified for the post of “Project Coordinator” at this exit point.
- c) Fourth semester (76 credits): Master in Development Management (MDM). The candidates are expected to be qualified for the post of “Project Manager / Director” at this exit point.

- (3) Introduction of new electives, namely,
- a) Public Policy and Advocacy
 - b) Livelihoods and Skill Development
 - c) Issues of Urban/ Rural Development and
 - d) Entrepreneurship Development.

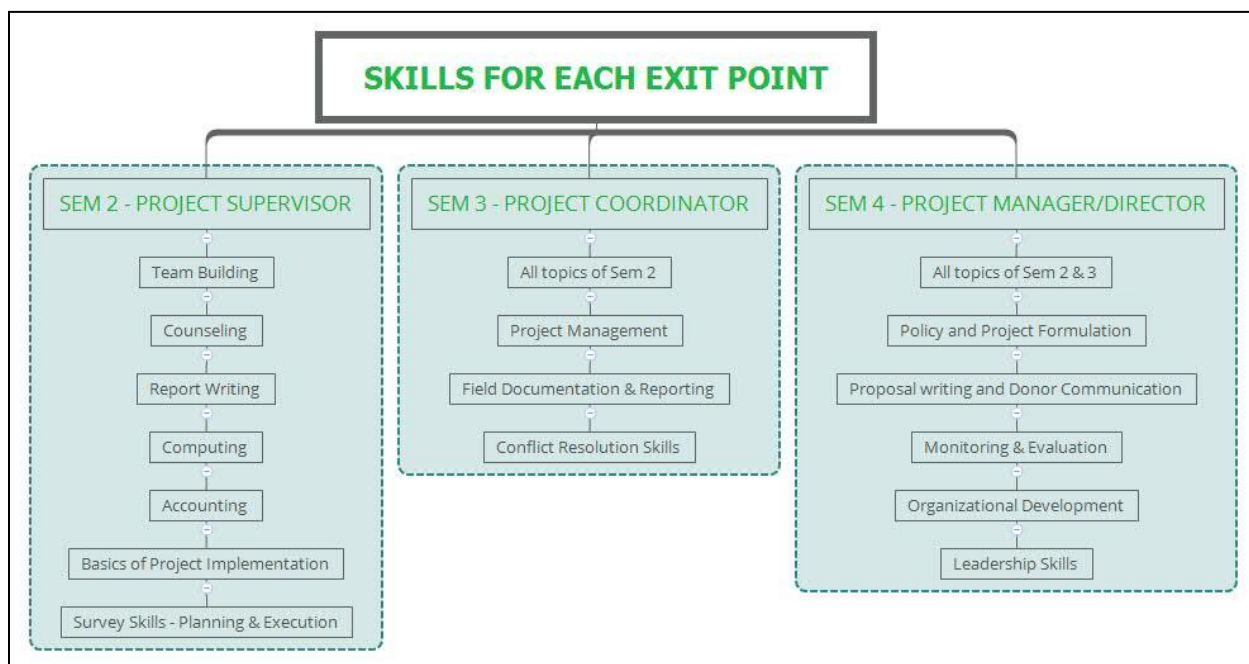
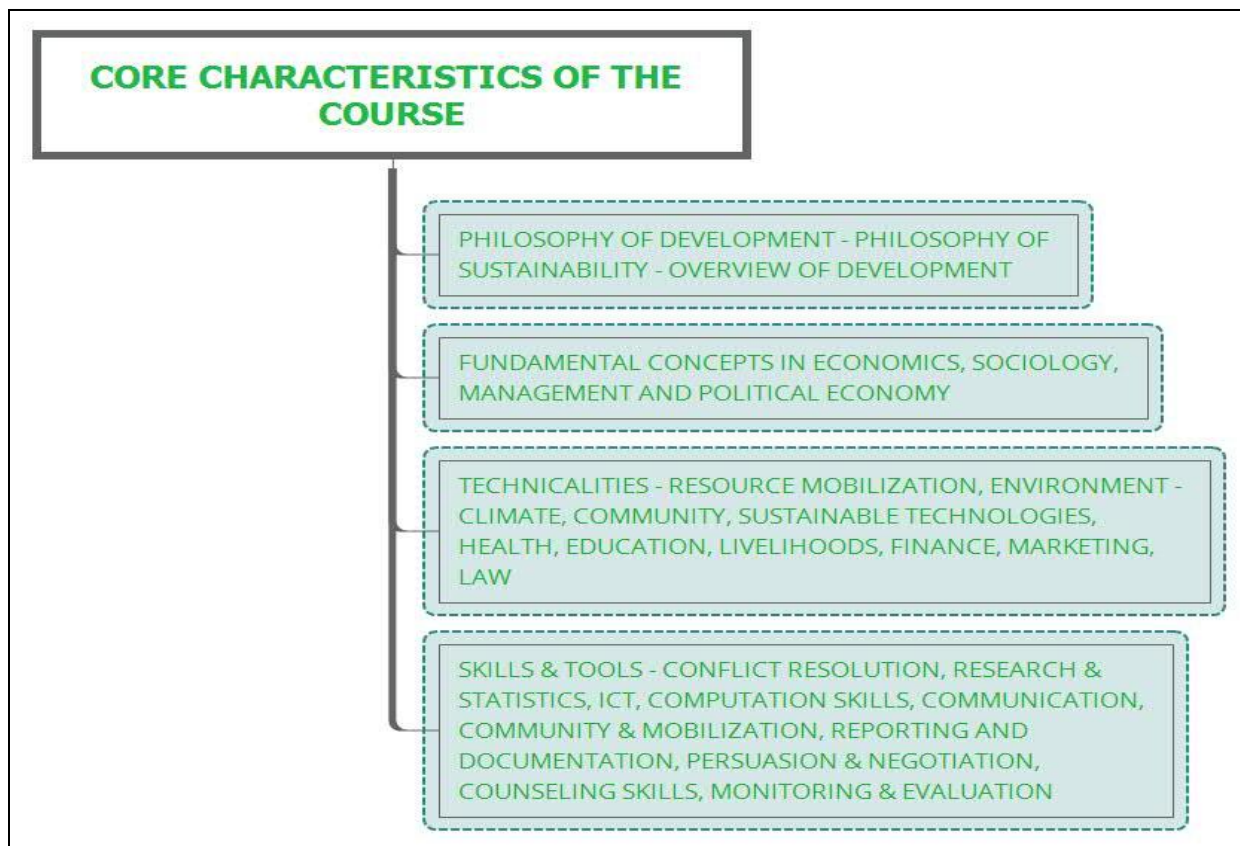
Unit wise syllabus review:

Based on the inputs from the various sources, it was opined that we should consider “what we want this course to be” before finalizing on the syllabus. It was suggested that we start right from the Unique Selling Proposition (USP) of the course, then come to the core characteristics of the course, consider the exit points and skills required and then match the curriculum at each point to the skills desired of the candidate.

The flow chart that was used for the evaluation of how the course syllabus meets the requirements at various exit points is indicated as follows:



The core characteristics of the course and the skills required at each exit point are indicated in the next page:



Matching the Skills with the Proposed Curriculum:

Output	Skills	Semester	Subjects/Process	Modules
Project Supervisor (At the end of the	Team Building	Semester 1 & 2	Paper 1.4 - Principles of Management	Unit 5
	Community Counselling		Paper 1.4 - Principles of Management	Unit 2 & Unit 5

second semester) (PGDDM)	Report Writing		Paper 2.4 - Research Methodology	Unit 2
	Computing		Paper 2.4 - Research Methodology	Unit 4
	Accounting		Paper 2.2 - Accounting & Auditing	Unit 1 to 3
	Basics of Project management		Paper 1.4 - Principles of Management	Unit 3
	Survey Skills		Paper 2.4 - Research Methodology	Unit 3
	Planning & Execution		Paper 1.4 - Principles of Management	Unit 3
Project Coordinator (At the end of the third semester) (ADDM)	All Skills of Semesters 1 & 2	Semester 3		
	Project Management		Paper 3.1 - Project Management	All Units
	Field Documentation		Paper 3.1 - Project Management	Unit 5
	Field Reporting		Paper 3.1 - Project Management	Unit 5
	Conflict Resolution Skills		Paper 3.1 - Project Management	Unit 3
			Paper 3.2 - Human Resource Management	Unit 5
Project Manager / Project Director (At the end of the fourth semester) (MDM)	All Skills of Semesters 1,2 & 3	Semester 4		
	Policy Formulation		Paper 1.2 - Sociology of Development	Unit 5
	Proposal Writing		Paper 1.3 - Indian Economy	Unit 2 & 3
	Donor Communication		Paper 3.1 - Project Management	Unit 2
	Monitoring & Evaluation		Paper 4.2 - Marketing & Fundraising	Unit 4
	Organizational Development		Paper 3.1 - Project Management	Unit 4
	Leadership Skills		Paper 2.1 – Corporate Social Responsibility (CSR)	Unit 4
	Paper 3.2 - Human Resource Management	Unit 3		

MASTER in DEVELOPMENT MANAGEMENT (MDM) – (Under Credit System)

Course Structure-2011

Code	Course Title	Credit(Lecture +Field work)			Continuous assessment	Semester-end Examination	TOTAL
		L	F	Total			
<u>FIRST SEMESTER</u>							
1.1	Introduction to Development Sector	2	2	4	50	50	100
1.2	Sociology of Development	3	1	4	50	50	100
1.3	Indian Economy	4	0	4	50	50	100
1.4	Self empowerment& Development	4	0	4	50	50	100
1.5	Project Management	2	2	4	50	50	100
	TOTAL	15	5	20	250	250	500
<u>SECOND SEMESTER</u>							100
2.1	Water Resource Management	2	2	4	50	50	100
2.2	Accounting & Auditing	3	1	4	50	50	100
2.3	Law & the Development Sector	3	1	4	50	50	100
2.4	Research Methods	2	2	4	50	50	100
2.5	Apprenticeship	0	4	4	50	50	100
	TOTAL	10	10	20	250	250	500
<u>THIRD SEMESTER</u>		L	F	Total			
3.1	Marketing & Relationship Mgmt.	2	1	3	50	50	100
3.2	Sustainable Technologies and Development	2	2	4	50	50	100
3.3	Human Resource Management	2	1	3	50	50	100
3.4	Community based health Management	2	2	4	50	50	100
3.5	Apprenticeship	0	4	4	50	50	100
	TOTAL			18	250	250	500
<u>FOURTH SEMESTER</u>							
4.1	Financial Management in Development	2	1	3	50	50	100
4.2	Indian Constitutional Framework for Development	2	1	3	50	50	100

4.3	Elective-I Grassroot Development Community based Education Management or Micro Finance & Micro Enterprise			4	50	50	100
4.4	Elective II Inclusive Development Development of Indigenous Communities or Rehabilitation and Resettlement or Gender and Development			4	50	50	100
4.5	Project Work	0	4	4	50	50	100
	TOTAL			18	250	250	500
	GRAND TOTAL			76	1000	1000	2000

Note: All the papers are Hard Core, except for the following Self-Study Electives:

4.3 Elective I= Community based Education Management Or Micro Finance & Micro Enterprise,

4.4 Elective II= Development of Indigenous Communities Or Rehabilitation and Resettlement, Or

Gender and development

Listing of the proposed
Course Structure-2017

Master in Development Management course (MDM) – (Under the CBCS System)

Code	Course Title	Credit(Lecture +Field work)			Continuous assessment	Semester-end Examination	TOTAL
		L	F	Total			
	<u>FIRST SEMESTER</u>						
1.1	Introduction to Development Sector	2	2	4	50	50	100
1.2	Sociology of Development	3	1	4	50	50	100
1.3	Indian Economy	3	1	4	50	50	100
1.4	Principles of Management	3	1	4	50	50	100
1.5	Sustainable Tech. and Development	2	2	4	50	50	100
	TOTAL	13	7	20	250	250	500
	<u>SECOND SEMESTER</u>						100
2.1	Corporate Social Responsibility	2	2	4	50	50	100
2.2	Accounting & Auditing	3	1	4	50	50	100

2.3	Law & the Development Sector	3	1	4	50	50	100
2.4	Research Methodology	2	2	4	50	50	100
2.5	Apprenticeship	0	4	4	50	50	100
	TOTAL	10	10	20	250	250	500
	<u>THIRD SEMESTER</u>	L	F	Total			
3.1	Project Management	2	2	4	50	50	100
3.2	Human Resource Management	2	2	4	50	50	100
3.3	Community based Health Management	2	1	3	50	50	100
3.4	Community based Education Management	2	1	3	50	50	100
3.5	Apprenticeship	0	4	4	50	50	100
	TOTAL	8	10	18	250	250	500
	<u>FOURTH SEMESTER</u>						
4.1	Financial Management in Development	2	1	3	50	50	100
4.2	Marketing and Fund Raising	2	1	3	50	50	100
4.3	Elective-I	1	3	4	50	50	100
4.4	Elective II	1	3	4	50	50	100
4.5	Project Work	0	4	4	50	50	100
	TOTAL	6	12	18	250	250	500
	GRAND TOTAL			76	1000	1000	2000

Self-Study Electives: (1) Micro finance and financial inclusion,(2) Development of indigenous communities, (3) Public policy and advocacy, (4) Livelihoods and skill development, (5) Issues of urban and rural development, (6) Entrepreneurship development.

Master in Development Management (MDM)

COURSE CURRICULUM

First Semester

PAPER 1.1 INTRODUCTION TO DEVELOPMENT SECTOR

UNIT 1 UNDERSTANDING THE DEVELOPMENT SECTOR: (8 Hours)

Distinction into three sectors and its relevance, Intermediary Organisations, Non-Governmental Organisations, Philanthropy Sector, Voluntary Sector, Non-profit Sector, Informal Sector. Understanding the Indian perspective of the Development Sector.

UNIT 2 HISTORICAL FRAMES FOR DEVELOPMENT SECTOR: (6 Hours)

Historical Perspective on the Third Sector, – Charity groups, Social entities. The concept of 'Daana', Transition from Charity to Organized Philanthropy; Models of third sector, The European and American context of Development.

UNIT 3 THEORIES OF THE DEVELOPMENT SECTOR: (8 Hours)

Theories on the emergence of the third sector, Economic theories of The Development Sector, Political Theories, Impact of globalization on the Development Sector.

UNIT 4 MODELS OF DEVELOPMENT: (10 Hours)

Basic Concepts- Understanding Development- Differences between Growth and Development, Human Development, Inclusive Development, Theories of Development and underdevelopment - Modernization, Central and Peripheral approach, Multiple-sustainability approach. Changing

conception of development- Social development, socio-cultural development and Sustainable development.

UNIT 5 PUBLIC PRIVATE PARTNERSHIP (PPP) IN DEVELOPMENT: (8 Hours)

Understanding the role of PPP in Development, Various approaches to Development using PPP, Development and the State, Synergistic partnership- (State, Corporate Sector(CSR) and Civil Society) in Development. Agencies of Development- State, Market and Civil Society Initiatives.

References:

1. Putting an End to Poverty (UNESCO Publication) Henri Bartoli 2002 Rawat Publications
2. Development Economics, Debraj Ray, Oxford
3. Social Exclusion, Integration and Inclusive Policies, Subramanyam V & Sekhar K
4. Globalisation and Development: Premises and Perspectives Sharma R & Arora R K,
5. Inequality: Classic Readings in Race, Class, and Gender Grusky D B.
6. India Development and Participation, Amartya Sen, Oxford
7. Poverty and Famine, Amartya Sen, Oxford
8. Development as Freedom, Amartya Sen, Oxford
9. Resources & Development, Amartya Sen, Oxford
10. Public- private Partnership Model in India: Concepts, Issues and Outlook By Janardhan Rao N & Amit Singh Sisodiya Publisher: ICFAI

PAPER 1.2 SOCIOLOGY of DEVELOPMENT

UNIT 1 RELEVANCE OF SOCIAL REFORMERS TO THE DEVELOPMENT SECTOR:

Tocqualle, KarlMarx, Basaveshwara, Vivekananda, M.K. Gandhi, Lohia and contributions of contemporary thinkers. **(6 Hours)**

UNIT 2 STRUCTURAL AND FUNCTIONAL UNDERSTANDING OF INDIAN SOCIETY THROUGH INSTITUTIONS: (6 Hours)

Family, Marriage, Polity, Economy, Religion, and Caste

UNIT 3 UNDERSTANDING MARGINALISATION AND MINORITIES: (10 Hours)

Scheduled Castes, Scheduled Tribes, Women: Minority Issues-Religions and Linguistic Minorities, Development and Marginalisation, Human Rights, Social Justice & Equality

UNIT 4 SOCIAL MOVEMENTS: (8 Hours)

An Overview, Agrarian, Trade Union, Women's movements, Dalit and Environment Movements: Their role in Development

UNIT 5 SOCIAL POLICY AND DEVELOPMENT: (10 Hours)

Policy analysis on the National policy on Health, National policy on Education, National policy on Voluntary sector, National Policy on Labour, National policy on women, and National Policy on Child Rights.

References:

1. Democracy in America, Tocqueville Alexis de 1945(1835), Knopf, New York.
2. Development, Michael Todaro, McGraw-Hill.
3. Sociological Thought, Turner, Oxford Publications
4. Sociology: Themes and Perspectives, Haralambos, Oxford University Press
5. Political Theory: An Introduction, Andrew Heywood, Palgrave, Macmillan
6. Sociology of Religion in India, Robinson (ed.), Sage Publications, New Delhi
7. Development and Change, Amartya Sen, Oxford
8. India A Million Mutinies Now, V S Naipaul
9. Heart of India, Mark Tully, Penguin Books.
10. The End of Poverty: Economic Possibilities for Our Time Sachs, Jeffrey (2005).

PAPER 1.3-INDIAN ECONOMY

UNIT – 1 INTRODUCTION TO ECONOMICS

(6 Hours)

History of Economic Thoughts

Microeconomic Concepts: Definitions

Microeconomic Concepts: Supply and Demand analysis. Marginal Utility, Cost Benefit Analysis

Macroeconomic Concepts: Definitions

Macroeconomic Concepts: Analysis

Political Economy – Communism, Socialism, Capitalism

Economic planning Mixed Economies and Open Markets

Structure of the Economy: Sectors, Factor economies

UNIT-2 THE EVOLUTION OF THE INDIAN ECONOMY AND PUBLIC POLICY IN INDIA(13 Hours)

Pre-colonial and colonial economy of India

Colonialism and its characteristics

Characteristics of under-developed countries

Role of government and the state

Gandhi, Nehru and Rightists view of development

Planning in India

Planning Commission to NeetiAyog

Five year plans in India

Mahalanobis model

Economic planning to social planning

Planning and the nation's political/economic contexts

UNIT-3 LIBERALIZATION PRIVATIZATION AND GLOBALIZATION (8 Hours)

Concepts of liberalization privatization and globalization

Immediate causes for liberalization and immediate impacts

Analysis of liberalization trends and results

Impact of Liberalisation, Privatisation and Globalization on Indian Economy- Industries, Agriculture.

UNIT-4 UNDERSTANDING ECONOMIC & HUMAN DEVELOPMENT (7 Hours)

Different approaches towards development

Understanding the human development approach

The Human Development Report and its components

Status of human development in India – Education

Status of human development in India – Health

Status of human development in India – Livelihoods

Human Development Reports and Economic Policy

UNIT-5 DEVELOPMENT- EVOLUTION AND DIMENSIONS (6 Hours)

Evolution of India's development initiatives

Development and Democracy

Development and Politics

Development and Bureaucracy

References:

1. [India's Economy in the New Millennium](#), BimalJalan, Penguin Books (2002)
2. [India's Economic Policy](#), BimalJalan, (1997)
3. [The Indian Economy](#), BimalJalan, (1993)
4. [India's Economic Crisis](#)(1991), BimalJalan
5. "Imagining India", Indian Economy, Nandan Nilekani.
6. India: From Midnight to the Millennium and Beyond - ShashiTharoor
7. UNDP: Human Development Report (2007) Oxford University press
8. Govt of India: Human Development Report
9. Government of Karnataka: Human Development Report of Karnataka
10. Poverty in India, V.M.Dandekar and Neelakantara:, The Indian Institute of Political Economy-Poona. (1994)
11. Government of India: 12thFive-year plan

PAPER 1.4 PRINCIPLES OF MANAGEMENT

Unit-1: Introduction: (7 Hours)

Concept of Management, Managerial roles – Interpersonal roles, Informational roles and Decisional roles. Functions of Management - Planning, Organizing, Coordinating and Controlling functions. What is leadership? What do you want to be – a Manager or a Leader?

Unit-2: Management and society: (10 Hours)

Operating in a pluralistic society (i.e., a society where many organised interest groups operate). Elements of external environment – Technological, Economic, Ethical, Political and Legal, Ecological and Social. Concept of stakeholder approach. The art of negotiating with various stakeholders. Fostering relationships with other Development Organizations. Operating NGOs under changing politico-legal environment (example – Certain employees and board member to be treated as “Public servants”), Community Counselling.

Unit-3: Strategic/Project Approach to Management: (10 Hours)

What is strategy? Strategic thinking. The Vision, Mission and Goals. Importance of a shared Vision and Mission. From planning to execution – Strength, Weakness, Opportunities and Threats (SWOT) analysis. Bases for selecting the alternative course of action. What is ethics and how to integrate ethics and strategy? Introduction to Project Approach to Management.

UNIT-4: Managing the Non Govt Organisations: (10 Hours)

Why do Not-for-Profit Organisations (NPO) / Non-Government Organisations exist? Management perspectives in the context of NPOs and NGOs. Concept of “bottom line” in the traditional business for profit. What is the bottom line when there is no “bottom line”? How to make NGOs accountable?

UNIT-5 Managing Human Resources: (8 Hours)

What motivates employees to work in the development Sector? Application of Maslow’s need hierarchy to employees of NGOs. From volunteers to unpaid staff. Communication and interpersonal relationships. Balancing staff competencies with expectations, working with teams. Understanding staff grievances and methods of addressing staff issues, Staff Counselling.

Practicum

- Studying the vision, mission and core values of an NGO and how the same are implemented. Studying the challenges faced by the NGO with respect to changing environment and strategy to meet the same.

References:

1. Managing the Non-Profit Organisation – Principles and Practices, Peter F. Drucker, Harper Business
2. Management – Concept, Practice and Cases, Karminder Ghuman & K Ashwathappa, Tata McGraw Hill Education Private Limited
3. Management – A global and Entrepreneurial Perspective, Heinz Wehich, Mark Cannice and Harold Koontz, Tata McGraw Hill Education Private Limited
4. Basic managerial skills for all - McGrath, S. J. PHI Learning Private Limited

PAPER 1.5 - SUSTAINABLE TECHNOLOGIES AND DEVELOPMENT

Unit - 1: Introduction: (5 Hours)

Definition and concept of sustainable technologies and sustainable development. Integration of Economic, Social and Environmental sustainability (The concept of 3 Ps) (Profit, People and Planet).

Resources for Quality Life: Water, Food, Shelter, Energy and need to conserve them for sustainable living. Sanitation and handling of waste, both solid waste and waste-water.

Unit – 2: Water resource management for domestic and agricultural demand: (12 Hours)

Water in nature, sources of water, Saline & freshwater, distribution of fresh water in various storages.

Water demand for various purposes (Domestic / agricultural and industrial) and the inter demand conflicts. Methods of managing supply and demand – Rain water harvesting

Unit – 3: Energy: Appropriate Technologies for Sustainable Development: (12 hours)

Energy sources: Various sources of energy- Petro based, Renewable energy- Solar, Wind, Biomass and Hydro energy.

Renewable energy technologies:

Biomass energy technologies: Biomass, Sources of Biomass, Biomass based fuel efficient Chula(2 +1 version) for cooking

Solar energy technologies: Solar thermal conversion - solar water heaters, solar home lighting

Wind energy – Wind turbine, application of wind energy for lifting of water and power generation.

Hydro energy: Energy from water, Micro hydro turbines and systems.

UNIT - 4: Shelter - Habitat Systems for Sustainable Development: (8 hours)

Traditional India methods and systems of construction, Modern methods and components of construction, energy requirements. Alternative methods of construction, viz. Mud blocks, arch foundation etc. passive solar architecture, Green buildings – concept, Effective low cost and sustainable buildings.

Unit – 5: Sanitation Systems – Solid waste and waste water handling: (8 Hours)

Solid waste: Principle of 3 Rs: Reduce, Reuse and Recycling of materials, energy generation from waste.

Sanitation: General consideration, waste water disposal, pit and septic tanks, Decentralised Waste Water Treatment (DEWAT), use of waste water for irrigation and aquaculture.

Practical Component

Visit a water treatment / waste water treatment or Wind mill farm (any one) and study the design and operations. Students to prepare a report based on the site visit.

References:

1. Renewable Energy system, Tiwari
2. Environmental Impact Assessment, L. W. Canter
3. Towards a Green Future, CEE, Ahmedabad, 1999
4. A guide to development of on-site sanitation, R. Fanceys, J. Pickford & R. Recla
5. Work from waste: Recycling waste to create employment, Jan Volger, IT publications.
6. Waste water engineering, Metcalf & Eddy INC
7. Small is beautiful. E.F.Schumacher,
8. Energy Conservation through Building Design, McGraw-Hill, New York.

Second Semester

PAPER 2.1 – CORPORATE SOCIAL RESPONSIBILITY (CSR)

Unit – 1: CSR as a tool for development: (6 hours)

Why Corporate Social Responsibility (CSR) and What is CSR? Corporate as partners to development - The concept of Public-Private-Partnership (PPP).History of CSR – from charity to social responsibility to partnering. Debate of voluntary versus mandated CSR.

Unit – 2: Theoretical Basis for CSR: (6 hours)

History of CSR at the global level and in the Indian context. Theories of Corporate responsibilities – Carroll's model, Stakeholder theory

Unit – 3:Institutionalizing CSR and Legislative Framework: (8 hours)

Company Act 2013, Clause 135 – Which companies are required to mandatorily take up CSR activities? Schedule VII (Which activities qualify for CSR?) of the Company Act.Reporting format.

Unit – 4: Organisational Development, Planning & strategizing: (10 hours)

Developing CSR strategy and policy. Operationalizing the institutional mechanism, Due diligence of the implementing partner, Project development, Finalising the arrangements with the implementing agencies, Progress monitoring and reporting, Impact measurement

UNIT – 5:Role of Development Organisations in CSR: (10 hours)

Extent of opportunities for Development Organisations in CSR activities.Development Organizations as implementing partners of corporate.Contracting and Memorandum of Understanding (MOU) with corporates and implementation of CSR projects.

Practicum:

Exposure visits to CSR activities of corporate and NGOs (for example, Swami Vivekananda Youth Movement SVYM as CSR implementing agency for corporate)

Reference:

1. Business ethics & corporate social responsibility, K.Govindabhat, SumithaAyodhya, Published by : Himalaya published House
2. Code of governance for NGOs, The Institute of Chartered Accountants of India
3. The business of social responsibility, the why, what, and how of corporate social responsibility in India;Shrivastava, Harsh

PAPER 2.2: ACCOUNTING AND AUDITING

UNIT-1 INTRODUCTION TO ACCOUNTING: (8 Hours)

Accounting Principles – Concepts and Conventions

Introduction to Accounting Standards (AS)

Basis of Accounting – Cash Basis and Accrual Basis

Systems of Book-Keeping – Single Entry and Double Entry

Accounting distinctions between ‘for-profit’ and ‘not-for-profit’ organisations

UNIT-2 THE ACCOUNTING CYCLE: (8 Hours)

Analysing, Journalising, Postings, Preparation of Trial Balance, Adjusting and closing entries. Preparation of Adjusted Trial Balance, Preparation for Financial Statements for Proprietary Concern / Trading Concern

UNIT-3 ACCOUNTING FOR CASH TRANSACTIONS: (8 Hours)

Cash receipts, Cash payments, Bank deposits and Bank withdrawals. Current and Savings Bank Accounts. Cheques, Bank Overdrafts, Two-column and three-column cash book, Bank-reconciliation, Computer-based accounting system-TALLY.

UNIT-4 FINAL ACCOUNTS FOR DEVELOPMENT ORGANIZATIONS: (8 Hours)

Fund system of accounting. Restricted fund. Unrestricted fund. Endowment fund. Capital fund. Loan fund, Preparation of Receipts and Payments Account

Preparation of Income and Expenditure Account

Preparation of Balance Sheet

Financial reporting requirements for not -for-profit organizations under Societies Registration Act. Trust Act. Companies Act. Foreign Contribution Regulation Act. Income Tax Act. Accounting and reporting practices of Societies, Trust and section 25 Companies.

UNIT-5 INTRODUCTION TO AUDITING: (8 Hours)

Definition of Auditing

Need for auditing in 'for-profit' and 'not-for-profit' organisations

Vouchers and Verification, Misappropriation and manipulation of funds. Computerized Auditing
Social Audit. Audit Report.

References:

1. Accounting Text and Cases: Robert N. Anthony
2. Municipal Accounting for Developing Countries, David C. Jones
3. Today's Essential's of Government and Not-for-Profit Accounting and Reporting - Accountancy-NCERT
4. Modern Advanced Accounting – Hrikeshchakroborthy
5. An introduction to accountancy, S. N. Maheshwari, Vikas Publishing House Pvt Ltd,
6. Double Entry Book Keeping, Battiboi, J R, Standard accountancy publications.
7. A text book of auditing, R. G. Saxena, Himalaya Publishing House;
8. EDP auditing: Conceptual foundations and practice; Weber, Ron, Tata McGraw-Hill Publishing Company Ltd,
9. Technical guide on accounting and auditing in Non-for-Profit organisations (NPOs), Non-Governmental organisations (NGOs) ;
10. Principles & practice of auditing, M.C.C. publications;

PAPER 2.3 LAW AND THE DEVELOPMENT SECTOR

UNIT 1 Legal Background: (6 Hours)

The concept of law, Purpose and functions of Law, Administration of justice-civil and criminal law, judicial activism, principles of natural justice, Indian legal history and courts.

UNIT 2 Indian Constitutional Law: (8 Hours)

Preamble to the Constitution –Nature and importance of Constitution, Evolution of Constitutional values, Fundamental features of the Constitution, Fundamental rights, fundamental duties and constitutional remedies. emergency period, amendments, Directive Principles of State Policy, Jurisdiction of the Supreme Court – Original, Appellate and Advisory - Independence of the Judiciary – High Courts in States, significance of judicial review and curative petitions.

UNIT 3 Legal Framework and Acts:(10 Hours)

Societies Act, Trusts Act, Indian Companies Act; Indian Contract Act ; Foreign Contribution Regulation Act, The Dowry Prohibition Act 1961 and with Amendments of 1984, The Prevention of Immoral Traffic Act 1956, The Orphanages and Other Charitable Homes (Supervision & Control) Act 1960, The Child Labour Act 1986, Protection of Women (Domestic Violence) Act; POSCO Act.

UNIT 4 Democratic System: (8 Hours)

Concept of democracy, values of democracy, institutions of democracy, democracy and development, Union Cabinet – its powers and responsibilities. Recent trends of conflicts in executive relationship between the union and the state, Panchayat raj system, Local self-government. The concept of good governance

UNIT 5 Human Rights & Development: (8 Hours)

Concept of Human Rights-Theories and Philosophy- Declaration of Human Rights, Social & Economic Dimensions, National Human Rights Commission, Corruption, Role of Lokpal and Lokayukta.

References:

1. Indian constitutional law of India- J.N. Pandey
2. Politics in India- Rajni Kothari
3. The success of India's democracy- AtulKohi
4. Development and Democracy in India- Sathendra d. Sharma
5. Indian democracy speaks T.S. RajagopalaIyengar
6. Decentralization and local politics-S.N. Jha , P.C. Mathur

PAPER 2.4 RESEARCH METHODOLOGY

Unit - 1: Introduction to Research Methodology: (6 Hours)

What is research? Scientific Method - definition and objectives, Difference between research in natural sciences and social science. Meaning, scope of social research, objectives and limitations.

Types and Methods of research – Pure research, Applied research, Exploratory research, Descriptive study, Diagnostic study, Evaluation study, Action research and Participatory research.

Unit - 2: Research Process & Report Writing: (8 Hours)

Eight step model for carrying out research:

Phase I – Deciding what to research on,

Step 1: Formulating a research problem, Problem identification and problem formulation.
Hypothesis: meaning, importance and uses. Research Design: definition and importance in social research. Literature review to identify a topic

Phase II – Planning a research study

Step 2: Conceptualising a research design, Functions, Study designs, Step 3: Constructing an instrument for data collection, Methods and tools of data collection – Questionnaire and schedule, interviews, Step 4: Selecting a sample, Step 5: Writing a research proposal

Phase III – Conducting a research study

Step 6: Collecting data, Step 7: Processing and displaying data, Coding, Step 8: Writing a research report

UNIT 3: Concepts, Methods and Survey Techniques (10 hours)

What are variables and concepts? Converting concepts to operational variables.

Types of measurement scales – Nominal, Ordinal, Interval and Ratio scale.

Art of review of research studies, articles, books and secondary sources (CSO).

Concept of Hypotheses – Null hypothesis and alternative hypothesis

Sampling and population. Sampling techniques - Probability and non-probability samples.
Probability sampling – Simple random sampling, stratified random sampling, cluster sampling,
Non-probability sampling – Convenience or accidental sampling, Purpose or judgment sampling,
Quota sampling, Snow-ball sampling

Concept of confidence levels and Standard Error. Concept of Type I and Type II errors. Determining sample size to determine the statistical significance.

Sources and types of data: primary and secondary data- methods of collection of data- structured and unstructured, participant and non-participant, questionnaire, Interview schedule and guides.

Pre-test and pilot study, Control and Test groups

UNIT 4: Statistical Analysis of Data and Computation : (10 hours)

Analysis of data, coding, editing. Statistics: Definition, meaning, importance and limitations. Classification and tabulation of data, tally marks. Manual and mechanical tabulation of data. Frequency distribution. Diagrammatic and graphic presentation of data. Percentage, ratio and proportion.

Measures of Central tendency: Arithmetic mean, median, mode, weighted arithmetic mean, geometric mean and harmonic mean.

Measure of variation: range, standard deviation, mean deviation, quartile deviation and coefficient of variation.

Correlation analysis, Regression equations

Testing of hypothesis – Non-parametric test – Ch-square test, Parametric test – Student's "t" test

Use of Statistical Tools such as Excel (Pivot Table) and SPSS (Hands on experience of use of any one statistical package).

Unit - 5: Research report: (6 hours)

Principles of scientific writing. Reporting literature survey, Interpretation of data - Findings, Recommendations and Conclusions. Contents of research report; Footnote, Reference, bibliography, American Psychological Association (APA) format for bibliography, preparation of abstract.

Reference:

1. *Krishnaswamy O R. and M Ranganatham, Methodology of Research in social Sciences, Bombay, Himalaya publishing House*
2. *Pauline V Young, Scientific Social Surveys and Research, Prentice Hall of India (PHI)*
3. *Rajesh Tandon (editor), Participatory Research, Mosaic Books*
4. *Ramachandran, P 1990: Issues in social work research in India, Bombay, Tata Institute of Social Sciences.*

PAPER 2.5 APPRENTICESHIP

Third Semester

PAPER 3.1 – PROJECT MANAGEMENT

Unit – 1: Introduction to Project Management (6 hours)

Project: Definition, Overview, Phases, Approach, Features, classifications of projects, Project Life Cycle, Dimensions of a Project, Project Overview Statement (POS), Knowledge areas of a Project, Resource requirements of a Project (Men, material, Money), Attributes of a Project.

Unit – 2: Project Proposal Development (10 hours)

Writing a Project Proposal, Effective proposal writing, its need and importance, Proposal presentation, Importance of effective and innovative presentation, Project requirements management

Unit – 3: Project Implementation and Documentation (10 hours)

Applicability of management principles in project management, Project Team Management, Project risk management, Project change management, Role of a Project Manager, Qualities, Skills & Abilities of a Project Manager for a successful Project Completion, Conflict resolution amongst various Stake Holders.

Unit – 4: Tools and Techniques of Monitoring & Evaluation (10 hours)

Project as a network of activities, Estimating activity time, Project monitoring and control tools. Gantt Chart, Critical path Method (CPM) and Programme Evaluation and Review Technique (PERT). Idea of crashing of a project.

UNIT 5 Closing a project (4 hours)

Methods of Proper Closure of a Project, Importance of Withdrawal, Project withdrawal Procedures, Implications, Project Inventory Management. Project Reporting, Need & Importance, Field Documentation and Reporting, Types of reporting, Project review for lessons learnt .

Practicum:

Exposure visits to various Projects and discussions with the Leader (Project Director/Manager/Co coordinator) of the Projects will be organized

Reference:

1. Project management: Harold Kerzner.

2. Management of NGO's: J.M. Ovasdi.
3. Project Management: S. Choudhury
4. Project Management: Vasanth Desai.
5. Project Management: K. Nagarajan.
6. Effective management: Robert K. Wyzock

PAPER 3.2 HUMAN RESOURCE MANAGEMENT:

UNIT 1 HUMAN RESOURCE MANAGEMENT - INTRODUCTION AND CONCEPTS: (8 Hours)

Concept of HRM, Evolution of HRM from HRD, HR Functions, HRM in Development Organizations, Voluntarism – Definitions, Types of voluntarism, Models of voluntarism, Volunteer Mgmt.

UNIT 2 HUMAN RESOURCE PLANNING AND TALENT ACQUISITION: (10 Hours)

Human Resource Planning - Job Analysis and Description, Recruitment and Selection Process, A brief on Tests & Interviews Induction & Orientation, Training Needs Assessment, Methods of training, Conflict Resolution

UNIT 3 LEADERSHIP DEVELOPMENT: (6 Hours)

Leadership- Definitions, Leader as a visionary, Leadership concepts, Adaptive leadership, Demonstrative leadership, Personality Development, Attitude, Morality, Ethics of Leadership, Test of Leadership.

UNIT 4 COMPENSATION AND BENEFITS: (8 Hours)

Wages & Salary, Salary structure, Perks & Incentives, Statutory Components of Compensation – Income Tax act, Minimum Wages act, Workmen compensation Act, Maternity benefit Act.

UNIT 5 PERFORMANCE MANAGEMENT AND CONFLICT RESOLUTION: (8 Hours)

Performance Appraisal – Analysis & Evaluation, KRAs & KPAs, Methods of Employee Engagement, Retention, Ethics & Work Culture, Conflict resolution: Trade Unions-Trade Union Act as tools of conflict resolution. Other modes of conflict resolution.

REFERENCE BOOKS

1. Human Resource Management manual, HM group; Rudrabasavaraj, M.N.
2. Human resource development and training, K. S. Anandaram: Symbiosis Centre for Distance Learning,
3. Human resource management, P. A. Noronha, Symbiosis Centre for Distance Learning,
4. Human resource management: Sharma, Narain Jain: Mittal publications Human resource management: text and cases ; : Aswathappa, K. Tata McGraw-hill;
5. Human Resource Management – T.V. Rao
6. Human Resource Management – Biswajeet Pattanaik
7. Human Resource Management - Armstrong

8. Introduction to human resource management, Published by : ICFAI center for management research

PAPER 3.3 COMMUNITY BASED HEALTH MANAGEMENT

UNIT 1: CONCEPT OF HEALTH: (8 Hours)

Health definition- Scope and components. Health determinants- safe water, sanitation, nutrition, environmental sanitation- health factors, sex, genetic, age, occupation. Social, economic condition. Health Indicators- MMR, IMR. Life expectancy.

UNIT 2: REPRODUCTIVE HEALTH: (8 Hours)

Brief anatomy and physiology of Human body- reproductive anatomy and physiology in men and women- menstrual cycle- fertility regulation- FW methods- temporary and permanent methods- Infertility. Gender in health.

UNIT 3: OVERVIEW OF NATIONAL HEALTH POLICY: (8 Hours)

Primary Health care- national Health Policy- National rural Health Mission- Goals, components- JSY. Immunization- Integrated Disease Surveillance project- ASHA- national Health programmes- communicable and non-communicable diseases- prevention and control measures- principles of epidemiology.

UNIT 4 NATIONAL HEALTH PROGRAMMES: (8 Hours)

National rural Health mission- national Family welfare programme. National preventive programmes- Malaria, Filariasis, Japanese encephalitis. Iodine deficiency disorder, nutrition vitamin A distribution, tuberculosis – vaccine, Preventable diseases- Leprosy, HIV AIDS, Mental health, National school health programmes, Non communicable diseases- heart diseases, - cancer diabetes- obesity- accidents etc

UNIT 5 POPULATION STABILIZATION: (8 Hours)

Demography- demographic indicators- national health policy- National Population strategy policy, population stabilization. National population strategy. CONTRACEPTION AND GENDER ISSUES AND PNDC ACT: Permanent and temporary methods – use of condoms – gender issues- different gender roles, gender discrimination in delivering health services, PNDC Act.

References:

1. Gender and health, KIT Publishers | Oxfam GB
 2. Population, gender, and health in India, Published by Academic Foundation in association with Institute for Social and Economic
 3. Socio-cultural dimensions of reproductive child health, A.P.H. Pub. Corp.
 4. The unheard scream , reproductive health and women’s lives in India ; Zubaan
 5. Integrating gender into HIV/AIDS programmes, Joint United Nations Programme on HIV/AIDS Interagency Task Team on Gender & HIV/AIDS : | KIT Publishers,
 6. Quantitative methods for health research, a practical interactive guide to epidemiology and statistics; Bruce, Nigel
 7. Park's textbook of preventive and social medicine, Park, K.
 8. Public health and preventive medicine for the Indian armed forces, “The red book “
- Gender and health: policy and practice: a global sourcebook ; : KIT Publishers | Oxfam

PAPER 3.4 COMMUNITY BASED EDUCATION MANAGEMENT

Unit -1: Modes and Models of education: (8 Hours)

Modes of Education – Various platforms for Schooling/Models of Community based Education: Formal Education: Anganwadi Centres - Role of Anganawadi teachers, Play home/Day care Centres, Primary/Secondary Schools (Private and Government sector) Different Education Boards like CBSE, ICSE, State, IGCSE, IB etc. Nonformal Education: Home schooling, Experimental schools or also called Alternate schools - On formal centres – for drop out students (to conduct bridge course to integrate into regular schools) Accredited open schools like National Institute of Open School (NIOS) Karnataka Open School.

Unit -2: Aims of education: (8 Hours)

Aims of Education and Universalization of Education.

Learner Centred Education - Constitution of India – Preamble,

NCERT – National Curriculum framework-2005; Inclusive Education;

Child friendly School, RTE 2009, Millennium Development

Goals (MDG), National Policy on Education,

Public Private Partnership – Strengthen the quality of Education

by working with various stakeholders – NGO's, CBO's, CSR programs,

International agencies, United Nation Organisations related – UNICEF,

WHO, APF, etc. community.

Unit -3: Methodologies and Approaches: (8 Hours)

Methodologies and Approaches – through best practices, models

and theories. Critical pedagogy (Paulo friere) and its implications in

classroom practices/Community. - Participatory Learning, transformative

learning, Collaborative and Cooperative Learning.

Unit- 4:Models in Community Education:(8 Hours)

Models in Community Education - Role in Community Education Management. Models of Community based Education. Accountability and Transparency through community participation. Gender equality and issues in education - Community participation for quality Education-

Rep. from Village MandalPanchayat, Youth Organisations, Women Self Help groups etc. School Development Management Committee (SDMCs), Cluster Parent associations, Teachers Forum.

Unit – 5: Schemes and Best Practices: (8 Hours)

Schemes in Government of India and Karnataka/ Best practices.-Models in Community Based Education.Shikshakarani project, Mahilasamakhyia Program of GOI, Programs for adolescent girls.Different schemes in GOI and GOK to support for quality education for SC and ST category. - GOK – SarvaShikshaAbhiyan(SSA); RashtriyaMadhyamikShikshaAbhiyan(RMSA), Navodaya, Adarsha, Kittur rani chennamma schools.

Vocational skills integration in school education – ex: Viveka Tribal Centre for Learning ,Hosahalli, H.D.Kote. Vigyan Ashram, Pune, Agastya Foundation, Mobile Science Unit in SVYM(Vignanavahini), sargur, H.D.Kote.

References:

Anderson, Lorin W. and D.R. Krathwohl (eds.). (2001). *A Taxonomy for Learning, Teaching, and Assessing: A Revision of Bloom's Taxonomy of Educational Objectives*. New York: Longman.

Association for Community Based Education. (1989). *Evaluations of Community Based Literacy Programs*. Washington, DC: ACBE.

Erickson, Lynn H. (1998). *Concept-Based Curriculum and Instruction*. CA: Corwin Press, Inc.

Improving Science Education With Community- Based Projects: Five Years of Toyota Tapestry Grants Publisher:Natl Science Teachers AssnAuthor: Kathleen A Rapp, Crystal LalEdition: Paperback

Place and Community- Based Education in Schools (Hardcover)

By Gregory A Smith&David Sobel

Prabhu, Joseph (2006), "Educational Institutions and Philosophies, Traditional and Modern", *Encyclopedia of India (vol. 2)* edited by Stanley Wolpert, 23–28, Thomson Gale:ISBN 0-684-31351-0.

Setty, E.D. and Ross, E.L. (1987), "A Case Study in Applied Education in Rural India", *Community Development Journal*, 22 (2): 120–129, Oxford University Press.

Sripati, V. and Thiruvengadam, A.K. (2004), "India: Constitutional Amendment Making The Right to Education a Fundamental Right", *International Journal of Constitutional Law*, 2 (1): 148–158, Oxford University Press.

PAPER 3.5 - APPRENTICESHIP

Fourth Semester

PAPER 4.1: FINANCIAL MANAGEMENT IN DEVELOPMENT

Unit 1: INTRODUCTION TO FINANCIAL MANAGEMENT (8 Hours)

Definition. Financial Decision-making,

Objectives of Financial Management

Time Value of Money: Future Value and Present Value.

Financial Management distinctions between For-profit and Not- for -profit Organizations

Unit 2: CAPITAL BUDGETING (8 Hours)

Capital receipts- government grants, donations and contributions. Capital expenditure on fixed assets. Methods for evaluating capital projects- payback method, accounting rate of return, Net present value method, internal rate of return and profitability index,

Discounted payback period.

Unit 3: WORKING CAPITAL MANAGEMENT (8hours)

Cash and liquidity management. Management of cash collections and disbursements, Preparation of Cash budget, Inventory management, Sources of Working capital

Unit 4: ANALYSIS OF FINANCIAL PERFORMACE(8hours)

Financial Ratio analysis – Profitability ratios, liquidity ratios and solvency ratios, Horizontal analysis, Trend Analysis, Vertical Analysis, Financial planning and budgeting.

Unit 5 : CASE STUDIES: (8 Hours)

Study of Financial Management in NPOs, Societies, Trusts, Section 25 Companies.Voluntary organizations, Hospitals, Colleges and Universities.Use of Computer Packages in managing financial resources.

Reference:

1. Effective financial management in public and nonprofit agencies McKinney, Jerome B.
2. Financial management theory and practice ; Chandra, Prasanna Tata McGraw-Hill Publishing Company Limited
3. Financial management, Srivastava, Rajiv Oxford University Press
4. Financial management, text, problems and cases ; : Khan, M.Y. Tata McGraw-Hill Publishing Company Limited
5. Financial management, Pandey, I.M. Vikas publishing house pvt ltd.;
6. Financial management, : an analytical and conceptual approach ; S. C. Kuchhal : Chaitanya Publishing House,

PAPER 4.2 MARKETING AND FUND RAISING

UNIT 1: INTRODUCTION TO MARKETING: (8 Hours)

Marketing Concepts, Applicability of Marketing Concepts for Development Organizations, Market Orientation and Types of demand, Exchange and Types of exchange.

UNIT 2: CONSUMER BEHAVIOUR: (8 Hours)

Consumer behaviour, distinct features of consumers addressed by Development Organizations, Branding and positioning, establishing a distinct brand image, Promotional Strategies for Development Organizations.

UNIT 3: MARKET SEGMENTATION AND TARGETTING: (8 Hours)

Market measurement. Market segmentation and targeting: demographic, geographic, multi-variable, psychographic, behaviouristic dimensions of market.

UNIT 4: REACHING OUT STRATEGIES: (8 Hours)

Public relations and public advocacy, Communication and Media Management, Donor Communication, Crisis Communication, Community affairs, Advocacy groups. Social Media Marketing, Relationship Management, ICT in Development.

UNIT 5: FUND RAISING: (8 Hours)

Need and Importance, Funding sources (Individual Donors, State, National & International sources), Skills of fund raising, Effective fund raising for Development Organizations, Management and Accountability.

Reference Books

1. Marketing Management, Philip Kotler, Prentice Hall India, (New edition)
2. Principles of Marketing - Philip Kotler and Garry Armstrong
3. Marketing management: ICFAI center for management research
4. Marketing management Rajagopal
5. Marketing Management S.A.Sherlekar Himalaya published House

6. Application exercises in marketing: Kumar, S. Ramesh
7. Corporate fund raising made easy: Kochhar, Anupama
8. Effective fundraising for nonprofits Bray, Ilona J.D.
9. Essential principles for fundraising success, Alexander, G. Douglass Jossey-bass
10. Consumer Behaviour in Indianperspective, SurajR.Nair Himalaya published House
11. Impact of consumer involvement on consumer behaviour: SSharma, Kavita: New century Publications

Paper 4.3 ELECTIVE I

Paper 4.4 ELECTIVE II

Proposed Self Study Electives

(1) MICRO FINANCE AND FINANCIAL INCLUSION

(2) DEVELOPMENT OF INDIGENOUS COMMUNITIES

(3) PUBLIC POLICY AND ADVOCACY

(4) LIVELIHOODS AND SKILL DEVELOPMENT

(5) ISSUES OF URBAN AND RURAL DEVELOPMENT

(6) ENTREPRENEURSHIP DEVELOPMENT

(E1) MICRO FINANCE AND FINANCIAL INCLUSION (Total hours: 20)

Unit – 1: Human Development, Poverty, Equity – Where does Micro Finance fit in:

Refreshing the concept of Development, Poverty – Defn, dimensions, situation analysis. **Understanding the context** :- Historical background, Evolution of the concept, Definition of Micro Finance & Micro credit, Scope, Customer segment (target groups)

Unit – 2: Micro Finance Services – Introduction, Operations and Management, HR, MIS:

Principles of Micro Finance & Micro Credit:- Micro Finance Institutions, Principles of

Micro lending. Micro Credit – Lending Practices. **Group lending-theory and practice**:- Lending through Self Help Groups & Joint Liability groups– Lending Practices & Salient features - Internal lending and external financial linkages; Advantages and disadvantages; Operationalising MF - SHGs, JLGs; Federations.

Unit – 3 : MFIs – structure, statutory frameworks, regulations, governance:

Financial Institutions & Financial Services; Other Financial Intermediaries:- MFIs –

Defn, types; for and Not for profit MFIs; Sources of funds-funding institutions- Reserve

Bank of India, NABARD/Development Financial Institutions, Commercial Banks

Regulatory systems, governance; Need for Credit status verification; Credit Bureau, Micro

Leasing & Venture Capital. Financial Literacy promotion; Govt initiatives - Initiatives of RBI, NABARD & Government of India. MF Lending Institutions. Role of NGO. Way Forward for Sustainability of Micro Finance models.

Unit - 4: Financial Inclusion

Concept of Financial Inclusion - What is Financial Inclusion, Why Financial Inclusion?, Importance of Financial Inclusion, Financial Inclusion for Socio Economic Development of Communities, Financial Inclusion in India – Genesis, Historical perspectives, Extent of Financial exclusion and impact on poverty alleviation measures and economic development of communities. Dimensions of Financial Inclusion, Policies of Government of India for Financial Inclusion.

Unit- 5: Central Bank and MF

Initiatives of Reserve Bank of India for Financial Inclusion, Committees & Recommendations Role of Banks in Financial Inclusion. Financial Inclusion & Rural Credit. Financial Literacy for achieving Financial Inclusion. Self Help Groups and Financial Inclusion. Services & Schemes under Financial Inclusion plan, PMJDY/No frills Account, KYC, Direct Benefit Transfer, Rupay Card, Use of Technology, Mudra, Insurance, Pension.

Reference Books/Material

1. Financial Inclusion for Inclusive Growth –RajmaniSingha
2. Financial Inclusion and Beyond: Issues and Challenges 1st Edition, by N. S. Shetty, M. S. Moodithaya, N. K. Thingalaya
3. Financial Inclusion In India by Dr.MSV Prasad and (Publisher : Excel Books)
4. Microfinance and Financial Inclusion - Teki S., R. K. Mishra
5. Inclusive Growth through Financial Inclusion – K Gangadhar
6. Towards Financial Inclusion in India –KD Karmakar,GD Banerjee & N P Mohapatra
7. WORKING PAPER NO: 474 Financial Inclusion in India: Select Issues Charan Singh RBI Chair Professor
8. Agarwal, Parul (2014), “Financial Inclusion in India: a Review and Initiatives and Achievements”, IOSR Journal of Business and Management, Volume 16, Issue 6, June.
9. Chakrabarty, K.C. (2012), “Financial Inclusion: Issues in Measurement and Analysis”,
10. Radcliffe, Dan (2012), “A Digital Pathway to Financial Inclusion”, Bill & Melinda Gates Foundation. RBI (2005),
11. “Report on Rural Credit and micro finance” (Chairman: H.R. Khan).

(E2) DEVELOPMENT of INDIGENOUS COMMUNITIES

Unit -1 Introduction to India's Scheduled tribes

- The constitutional basis for STs
- Background of who constitutes a 'tribal'
- Population and spread across the country
- Historical perspectives
- Affirmative action and special provisions of the Indian Constitution
- Scheduled areas and ITDP areas

Unit -2 Anthropology of Customs and Traditions

- Anthropological appreciation of indigenous communities
- Societal fabric of tribal societies
- Chieftainship, traditional jurisprudence
- Traditional medicine, food habits, social customs, marriages (or cohabitation), lineage, traditional lifestyle etc

Understanding tribal culture

- Impact of culture on development & vice-versa

Unit -3 Globalization of a Primitive Economy

- Forest based economy – is it primitive or pristine?
- Traditional skills and business
- Demands of a modern economy
- Traditional institutions and modern economy
- Coping with the economic challenge
- Dealing with the socio-political-cultural change of today

Unit-4 Health & Health care for Indigenous Communities

- Health issues and challenges
- Traditional health systems and practitioners
- Other Health care providers – Govt, NGOs, Pvt sector
- Health care for women and Women in Health care in tribal communities
- Education that existed traditionally
- School delivery systems - Govt Ashram Schools, NGOs
- Alternate paradigms in education for indigenous communities

Unit-5 Politics and Indigenous Communities

- Traditional political institutions
- Playing politics with tribals
- Challenges of securing affirmative action in the political system
- Panchayath Raj Institutions and indigenous communities

Status of women in indigenous societies

- Role of women in the family
- Role of women in the economy
- Women in politics

References:

1. Banks in Tribal Life and Development Y L Das
2. Tribal Research In India By M L Patel
3. The Dynamics of Tribals Development by Sachindra Narayan
4. Indigenous Vision by GeetiSen

(E3) PUBLIC POLICY AND ADVOCACY

Unit 1 Introduction to Public Policy and Practice – Values & Ethics in Public Affairs

Unit 2 Fundamentals of Public Administration - Public Policy in India – The State, Market & Economy - Government and Governance: How the policy making happen in India, Difference between policy and act

Unit 3 Public Finance - Monetary & Fiscal Policy, Budget and Tax

Unit 4 Program Evaluation and Policy Analysis

Unit 5 Advocacy with multiple stakeholders – Governments, Corporates, Development Organizations and Media

Reference Books:

- (1) Indian Administration – S R Maheshwari
- (2) Introduction to the Constitution of India – Dr.Durga Das Basu
- (3) I, The Citizen – Dr. R. Balasubramaniam

(E4) LIVELIHOOD AND SKILL DEVELOPMENT

Unit 1 Livelihoods – Definitions of Livelihoods, Concept of Livelihoods, Sustainable Livelihoods – Fundamentals of Livelihoods

Unit 2 Sustainable Livelihoods for Socio-Economic Development, Successful Models of promoting Sustainable Livelihoods, Stake holders and partners in Sustainable Livelihoods.

Unit 3 Livelihood in Developing countries: Diversity and Diversification

Unit 4 Skill Development for Sustainable Livelihoods: Understanding Skill Development, History of Skill Development,

Unit 5 Skill Development and Livelihoods Promotion: Constitutional Framework and Provisions - Ministry of Skill Development, NSDC and Skill India

Reference Books:

1. Sustainable Livelihoods - Sagar A, Seunghoon Emilia Heo
2. Make In Rural India Through Skill Development - Suresh Tripathi

(E5) ISSUES IN URBAN AND RURAL DEVELOPMENT

Unit - 1: Introduction:

Definition and concept of Urban and Rural development. Can urban and rural development go hand-in-hand? Gandhian concept of Gram Swaraj. Rural to migration – Issues and possible solutions. Growing urbanisation, Facts, Issues and Solutions. Concept of “Counter magnets”.

Unit – 2: Rural Development:

Components of rural development project. Issues of agriculture, basic amenities (water, sanitation, electricity, roads and Primary Health Centres) and unemployment. Government initiatives in Rural development. Gram Sadak Yojana. Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) – objectives and implementation – Issues and Prospects. Role of Non-Government Organisations (NGOs) in rural development.

Unit – 3: Urban Development:

Why cities exist? Scale economics. Analysing urban spatial structures – Commuting costs. Concept of zoning – Central Business Districts (CBD). Easing infrastructure demand – freeways, metros. Problems of providing water, sewage system and solid waste management. Pollution and crime. Role of NGOs in mitigating social issues of street children, marginalised communities.

UNIT - 4: Rubanomics – where the dichotomy between Rural and Urban melt:

Concepts of Rubanisation by architect Tay Keng Soon. What is Rubanomics? Various allied concepts - Providing Urban Amenities in Rural Areas (PURA), Fortune at the Bottom of the Pyramid (CK Prahlad). Issues of Rubanomics and cases.

Unit – 5: Role of Institutions, Entrepreneurs and NGOs in addressing Rural and urban issues:

Role of social entrepreneurs. Story of Swami Vivekananda Youth Movement (SVYM) – Genesis, growth and present challenges and prospects. Story of Harish Hande and Solar Electric Light Company, India (SELCO). Application of Science and Technology in Rural Advancement (ASTRA). Story of Ujjivan in addressing issues of microfinance in urban areas.

References

1. Rural Economics, C.M. Chaudhary, Sublime Publications
2. Lectures on Urban Economics, Jan K. Brueckner

(E6) – ENTREPRENEURSHIP DEVELOPMENT

Unit - 1: Introduction:

Definition and concept of entrepreneurship. How is entrepreneurship different from self-employment? Characteristics of an entrepreneur. Is entrepreneurship in-born or developed? Role of entrepreneurship in labour surplus country like India

Unit – 2: Micro, Small and Medium Enterprises:

Definition of Micro, Small, Medium Enterprises (MSME) as per “The Micro, Small and Medium Enterprises Development Act, 2006”. Characteristics of MSME. Needs, objectives and scope of MSME. Problems and Prospects for MSME. Steps in setting up MSME. Registration.

Unit – 3: Supporting Agencies and Institutional Support:

Government / Institutional support to MSMEs. State Schemes and National Schemes. Reduced role of government post liberalisation. Role of agencies such as Rural Development and Self Employment Development Institute (RUDESTI).

UNIT - 4: Implementation of an idea:

Project identification, and selection. Seeking funds for implementation of an idea. Need for a Project Report in seeking bank / venture capital. Seeking approvals. Developing a market for the product. Production and distribution of product. Operational issues. Facing competition.

Unit – 5: Concept of Social Entrepreneurship:

What is social entrepreneurship and how is it different from the conventional entrepreneurship? Role of Social entrepreneurs in development. Cases of social entrepreneurship.

Field work: Visit to RUDSETI, Mysore, Submission of Project Report for a product (goods / service) or idea of student’s choice.

References

1. Entrepreneurship and Management, S. Nagendra and V. S. Manjunath, Sanguine Technical Publishers
2. Entrepreneurship Development – Indian Cases on Change Agents, K. Ramachandran, Tata McGraw Hill Education Private Limited
3. How to Change the World – Social Entrepreneurs and the Power of New Ideas, David Bornstein, Penguin Books

Paper 4.5 PROJECT REPORT

Submitted

The proposal for revision of Syllabus for the Master in Development Management (MDM) was placed before the MDM Managing Council (MC) during the meeting on 21st December 2016 and the proposal was recommended and approved to be placed before the MDM-Board of Studies for its review and kind approval.

It is believed that with the adoption of the curriculum as proposed in this document, the graduates will be better informed and skilled so as to enhance their prospects of placements across various sectors and to face the challenges of the development sector in the present and in the future.

Submitted to the Board of Studies (BOS) for its kind approval and further process.

Date: 26 December 2016



VishwavidyanilayaKaryasoudha
Crawford Hall, Mysuru- 570 005

No.AC6/451/2016-17

Dated: 16th June 2017

NOTIFICATION

Sub: Introducing one year PG Diploma from the academic year 2017-18.

Ref: 1. Decision of the Faculty of Commerce Meeting held on 8th March 2017.

2. Decision of the Academic Council Meeting held on 30th March 2017.

The Board of Studies in Commerce (PG) which met on 06th March 2017 and has resolved to introduce one year PG Diploma Course in Banking and Insurance under the Faculty of Commerce (both Day/Evening program), from the academic year 2017-18.

In pursuance to the approval of the academic council at its meeting held on 30th March 2017, and pending approval of the Government the notification issued for introduction of one year PG Diploma Course in Banking and Insurance under the Faculty of Commerce, (both Day & Evening), from the academic year 2017-18.

The Regulation, Scheme of examination and the syllabus for the above course is also annexed herewith and it may be **downloaded from the University Website i.e.,**www.uni-mysore.ac.in

Draft approved by the Registrar

-Sd-
DEPUTY REGISTRAR (ACADEMIC)

To:

- 1) The Principal Secretary to the Higher Education Department (Universities), M.S. Building, Dr.B.R.AmbedkarVeedhi, Bangalore-01.
- 2) The Executive Director, Karnataka Higher Education Council, Bangalore-01.
- 3) The Registrar (Evaluation), University of Mysore, Mysuru.
- 4) The Dean, Faculty of Commerce, B.N. Bahadur Institute of Management Sciences, Manasagangotri, Mysuru.
- 5) The Chairman, Department of Studies in Commerce, Manasagangotri, Mysuru.
- 6) The Chairman, Board of Studies in Commerce (PG), Manasagangotri, Mysuru.
- 7) The Co-ordinator for Online and Outreach Program, Parakalamata, Manasagangotri, Mysore.
- 8) The Director, College Development Council, Moulya Bhavan, Manasagangotri, Mysuru.
- 9) The Deputy Registrar/Assistant Registrar/Superintendent, AB & EB, University of Mysore, Mysuru.
- 10) The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), University of Mysore, Mysuru.
- 11) Office Copy.

REGUALTIONS GOVERNING POST-GRADUATE DIPLOMA COURSE
ON BANKING AND INSURANCE MANAGEMENT
UNDER
SEMESTER WISE CHOICE BASED CREDIT SYSTEM

Preamble:

Banking and Insurance are the core components of the Financial Sector which offer excellent employment opportunities for graduates. Besides the Government organisations, several private banking & insurance companies have entered the market. This has increased the demand for professionally qualified personnel. The Post Graduate Diploma in Banking Insurance Management aims at grooming professionals who can carve a rewarding and promising career in the banking & insurance industry. In the background of increased complexity and changes in Banking and Insurance business demanding an entire new generation of professionals, the Post Graduate Diploma Program in Banking & Insurance Management is designed to reflect the growing interplay between banking, insurance, risk management and financial services. The curriculum has been designed and developed in collaboration with industry experts and academicians. This program not only provides participants the knowledge of operational aspects of banking and insurance but also builds on managerial and technical skills.

1. **Title:**These Regulations shall be called “Regulations Governing Post Graduate Diploma Program in Banking & Insurance Management under the Choice Based Credit System in the Faculty of Commerce” at theUniversity of Mysore, Mysore.
2. **Commencement:**These Regulations shall come into force with effect from the academic year 2017-18.
3. **Name of the Course:** This Post Graduate Diploma Program in Banking & Insurance Managementis spread over two semesters of one year duration.
4. **Title of the Degree:** A candidate who successfully completes 38 credits will be awarded a Diploma entitled PGDB & IM (Post Graduate Diploma Program in Banking & Insurance Management).
5. **Duration of the Course:** The course shall be of two semesters of one year duration. The maximum duration allowed for the successful completion (for repeaters) of Post Graduate Diploma Program in Banking & Insurance Management is 4 semesters as per double the duration norm.
6. **Eligibility for Admission:**A candidate who has successfully completed Bachelor’s Degree in Commerce or Management of 6 Semesters of 3 year duration of this University or of any other University as equivalent thereto by this University, shall be eligible for admission to PGDB & IM , provided the candidate also satisfies the conditions like the minimum percentage of marks or CGPA and other eligibility conditions as prescribed by the University from time to time. Admission shall be as per the Government of Karnataka Reservation Policy and directions issued in this regard from time to time.
7. **Mode of Selection:** The mode of selection of the candidates for the PGDB &IM course shall be based on admission rules prescribed by the University from time to time.
8. **Intake for the PGDB &IM :** Intake shall not exceed 50 students.

9. **Medium of Instruction:**The medium of instruction shall be English. However, if a candidate desires to write the assignments and examination in Kannada, he/she may be permitted.

10. Course Structure

A candidate has to complete a total of 38 credits covering hard core and soft core papers as detailed in Table 1.

Table 1: Course Structure of PGDB & IM

Semester	HC		SC		PW		Total	
	Number Of Subjects	Credit Value	Number Of Subjects	Credit Value	Number Of Subjects	Credit Value	Number Of Subjects	Credit Value
I	3	15	1	4	-	-	4	19
II	2	10	1	4	1	5	3	19
Total	5	25	2	8	1	5	10	38

Note: HC=Hard-Core Subject, SC=Soft-Core Subject, PW = Project Work

11. The tuition fee and examination fee of a semester will be in accordance with the number of credits registered in that semester.

12. If a student takes more than two semesters to complete the requirement of 38 credits, then he/she has to pay a nominal extra fee for the credits registered during the spilled over semester(s) as per the University rules.

13. **Credit Pattern and Scheme of Instruction:** The instruction pattern is based on

L.T.P. (stands for Contact Lectures, Tutorials for reinforced learning and Practice/Practical for skill development) model which means that teaching /learning process involves

L= L hours/week of contact session for classroom lectures, which amounts to a credit value of one per every hour.

T = A session of 2 hours/week for self study/tutorial towards gaining in depth knowledge/reinforcement exercise, which amounts to a credit value of one hour per session.

P = A session of 2 hours/week for practice/field work towards subject's practical aspects/skill aspects which amounts to a credit value of one hour per session.

14. Attendance

The candidate has to put in a minimum of 75% of the attendance in every paper including the project work. If the attendance in any subject/project is less than 75%, the candidate is

deemed to have dropped that subject/project and the credits earned in that subject/project becomes zero or in other words it becomes equivalent to the withdrawal of registration in that subject/project or failure in that subject/project

15. ProjectWork

A candidate shall register for the Project Work along with other subjects in the second . This is a compulsory part of the course work with the credit pattern of 0:2:8 with a credit value of 0+1+4=5. This work should be carried out over an entire semester period along with other course work if any. The T component of this is for discussion with the supervisor by the candidate. This component shall be of 1 hour duration for a group of 6 candidates per week per supervisor.

16. Scheme of Examination

16.1 The scheme of examination shall consist of continuous assessment and semester end examination. Every candidate is assessed for a maximum of 30 marks in continuous assessment mode and for a maximum of 70 marks in semester-end examination in a subject other than project work. He/she has to obtain a minimum of 40% in continuous assessment to become eligible for attending semester-end examination. Together, he/she has to get a minimum of 50% in aggregate to successfully complete the subject.

16.2 The Question paper pattern shall be as follows:

Part A : Answer any 5 out of 8 questions. Each question carries 5 marks

= 25 marks

Part B : Answer any 3 out of 5 questions. Each question carries 10 marks

= 30 marks

Part C:ACaseStudy

(Compulsory)

16.3 The continuous assessment mode , paper setting, valuation, etc., shall be as per University Regulations as applicable to other P. G courses.

16.4 Guidelines for preparation of Project Report

The Project report shall be prepared as per the broad guidelines given below:

- a) Project Report shall be type d in Times New Roman with one and half lines spacing in 12 font size.
 - b) The size of the Project Report shall be with a minimum of 25,000 words and a maximum of 40,000 words.
 - c) Project Report shall be printed on both sides of the paper.
 - d) The project Report shall be spiral bounded.
- 16.5 Continuous Assessment

Continuous assessment shall be conducted by the course teacher for the course he/she is teaching according to the following schedule

	C1	C2	
Week	1 st Week to 8 th Week	9 th Week to 16 th Week	Total
Marks	15	15	30

17. Award of Grades and Provision for AppealThe award of grades and provision for appeal shall be as per the university regulations.

18. Budget

The proposed PGDB and IM programme shall be offered on self-finance basis. An estimate of financial plan is provided below:

A. Receipts		
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1. 40 General candidates	= 40X Rs.15,000 per candidate	Rs. 6,00,000
2. 10 Reservation candidates	= 10X Rs. 15,000 per candidate	Rs. 75,000
	Total	Rs. 6,75,000
B. Expenditure		
1. Honorarium to teaching faculty	-	Rs. 4,00,000
2. Administration/Contingencies	-	Rs. 1,00,000
C. Surplus	-	Rs. 1,75,000

APPENDIX

P.G. DIPLOMA IN BANKING AND INSURANCE MANAGEMENT

SYLLABUS

FIRST SEMESTER

Subject Code	Subject Title	Status	Credit Value
	Banking & Insurance Law	HC	5
	Micro Finance	HC	5
	Practice of General Insurance	HC	5
	Foundations of Actuarial Science	SC	4
	Banking Technology	SC	4

SECOND SEMESTER

Subject Code	Subject Title	Status	Credit Value
	Bank Management	HC	5
	Insurance Claims Management	HC	5
	Risk Management in Banking	SC	4
	Practice of Life Insurance	SC	4
	Project Work	HC	5

HC01PAPER - BANKING & INSURANCE LAW

Module 1 : Banking legislation in India: Banking Regulation Act, 1949: objectives , Scheme of the act, application of the act, general Provisions in the Act, interpretation of various terms, Suspension of Business and Winding up of banking. The Negotiable Instruments Act, 1881, Characteristics of Negotiable Instruments.

Module 2: Central Banking in India: RBI Act 1935, Legal Framework of Regulation of Banks, Reserve Bank of India, Structure, Nationalisation, Management, Functions of the Bank, Different Departments of the Reserve Bank of India, Reserve Bank and inflation. Policy of Reserve Bank: Current and Past Policies. Reserve Bank and Central Government.

Module 3: Insurance Contract and Indian Market Conditions - Nature of Insurance Contract - Features of Insurance Contract - Types of Insurance - Concept of Intermediaries – Market Players and their Roles - Agents, Brokers, Surveyors & Loss Assessors, Health Third Party Administrators, Certification of Insurance Professionals, Training Organizations.

Module 4: Regulatory Environment – Specific Legislations Regulation of Insurance Business, Insurance Act, Insurance Regulatory and Development Act, Powers and Functions of IRDA, Relevant Regulations and Guidelines issued by IRDA, Licensing, Audit & Supervision, Investments, Amalgamation and Transfer, Grievance Redressal, Rural and Social Sector obligations, Micro Insurance, Financial inclusion, Product Approval

Book for Reference:

1. Banking Theory Law and Practice -Gorden and Natarajan
2. Banking Theory Law and Practice -S.P. Srivastava
3. Banking and Financial Awareness -KiranPrakashan
4. Banking Theory: Law and Practice-R. Rajesh, T Sivagnanasithi
5. Banking Theory Law & Practice- Sundharam
6. Elements of Banking and Insurance- Sethi J
7. M. N. Srinivasan : Principles of Insurance Law, Wadhwa& Co.
8. Rajiv Jain : Insurance Law and Practice, Vidhi Publication Private Limited

9. . Taxmann : Insurance Manual, Taxmann Publication Private Limited
10. . Bharat : Manual of insurance Laws, Bharat Publication Private limited
11. . Dr. Avtar Singh : Law of Insurance, Universal Publication Pvt. Limited

HC02PAPER -MICRO FINANCE

Module 1 : Introduction to Finance Meaning & definition of Finance –Financial Institutions Financial institutions – establishments -- objectives & functions -- NABARD, IFCI, SIDBI, ICICI, SFC & GRAMEEN BANKS.

Module 2: Role of Commercial Banks and Rural Credit-Objectives and functions of commercial Banks-The Progress of Commercial Banks-Types of Rural Credit- Short term and long term credit-Terms and Conditions of finance-Repayment conditions-Lead Banks Scheme and Rural Credit Institutional Linkages Need for Readjustment of Rural Development Strategies Need for Sustainable Rural Development .

Module 3: Micro Credit: Micro finance: Concept, Elements, Importance and Brief History-Sustainable community Banking role of Micro finance in Poverty Reduction. Meaning & Definition of Micro Credit – Micro Finance -- Features – Models – Channels – Micro Finance Institution – Introduction – establishment – objectives – their operations – pros & cons of MFI's.

Module 4: Self Help Groups: Meaning of SHG's – Pattern of their functions – Funding Agencies of these SHG's – Activities of SHGs: Savings, Credit, Marketing and Insurance – Role of SHG's in Financial & Social Inclusion. Self-help, Self-help Groups and Self-help Promotion: concepts, Elements, Stages and Significances - Structure of Self-help groups - Precautions to be taken while forming the SHGs.

Book for Reference:

1. Agarwal and KundanaLal: - Rural Economy of India – Vikaspublilshing House Ltd. – New Delhi-110014, 1990
2. The Economics of Microfinance by Jonathan Morduch and Beatriz Armendáriz
3. Women at the Centre: Grameen Bank Borrowers After One Decade by Helen Todd
4. Small, Short and Unsecured: Informal Rural Finance in India by F J A (Fritz) Bouman
5. Micro Finance – Impact and insights S.RajagopalanNirali Parikh The ICAFI University press 2007
6. Micro Finance and Poverty eradication - Indian and global experiences Dr. Daniel Lazar Prof. P.Palanichany New Century Publication, New Delhi 2008
7. Macro Dynamic of Micro Finance Daniel Lazar P. NatarajanMalabikaDeo Excels Books 2010 Page 25 of 25
8. Johns Hopkins School of Advanced International Studies: Microfinance and Development 1, taught by Elissa McCarter and Kate DruschelGriffin .

HC03 PAPER – PRACTICE OF GENERAL INSURANCE

Module 1: Introduction to General Insurance: Introduction of Indian Insurance Market- Structure, classification, salient features of Indian general insurance market- development of international insurance market – global relationship – types of roles in insurance industry- regulatory- insurer-reinsurer and Retrocessionaire- insured –intermediary-ancillary role.

Module 2: General Insurance products- Part1 (Fire and Marine Insurance): Fire insurance Coverage- Exclusions- Conditions of fire insurance policy –coverage under special policies –Marine insurance coverage – Marine insurance Act 1938- types of marine insurance policy-Marine hull policy.

Module 3: General Insurance products(Motor Liability, Personal Accident and Speciality)- Motor insurance policy- Important documents- Types of Policies- Liability- Motor Claims and Procedures- Legal Liability Policy- Public and Product Liability Insurances- Personal Accident insurance- Health Insurance.

Module 4: General Insurance Products (Engineering and other Insurances)- Classes of Engineering insurance- Burglary insurance- Baggage insurance- Fidelity Guarantee insurance- Jeweller’s Block insurance – Crime insurance- Aviation insurance- Satellite insurance – Oil and Energy Risks insurance- Micro insurance.

Book for Reference:

1. General Insurance- John Magee and David Bicklhaupt
2. Operational transformation of General Insurance Industry during the period 1950 to 1990 and beyond, R.D.Samarth.
3. Study of Distribution Functions in General Insurance and Role of Intermediaries, ArunAgarwal/ P R Rao.
4. General Insurance for Information Technology Professional. Martin Frappoli.

SC01 PAPER – FOUNDATIONS OF ACTUARIAL SCIENCE

Module 1: Introduction - the Actuarial Science - theory and practice - Characteristics of Actuarial Science- Actuarial education - Actuarial research.

Module 2: Compound Interest- Accumulated Value- Present Value Investment Value- Level Annuities-Variable Annuities- Redemption of Loans-Further Compound Interest and Annuities certain- Probability- Mortality Table-Construction of Mortality Table- Well Known Mortality Tables and Indices for comparison of different mortality tables.

Module 3: Economics of Risk -Introduction - Avoidance or Mitigation of Economic Risk -Financial Security Systems - Classification of Financial Security Systems -Financial Security Systems as Transfer Mechanisms -The Philosophic Base-Utilitarianism -Utility Theory and Risk Aversion - The Actuarial Role.

Module 4: Random Variables-Introduction -“Time until Termination” Random Variables - “Number of Claims” Random Variables - “Claim Amount” Random Variables- “Total Claims” Random Variables -The Rate of Interest as a Random Variable -The Importance of Expected Values -Actuarial Interest in Human Mortality -The Concept of Credibility.

Book for Reference:

1. Fundamental Concepts of Actuarial Science - Charles I. Trowbridge.
2. Actuarial Science (Theory and Methodology) – Hanji Shang.
3. Quantitative Risk Management: Concepts, Techniques and Tools, - Alexander J Mc Neil, Rudiger Frey, Paul Embrechts
4. Actuarial Statistics An Introduction Using R -Shailaja R Deshmukh
5. Stochastic Modelling- IAA

6. Mathematical and Statistical Methods for Actuarial Sciences and Finance-[Marco Corazza](#) , [Claudio Pizzi](#)

SC02PAPER- BANKING TECNOLOGY

Module 1: Branch Operation and Core Banking System(CBS) - Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation.

Module 2: Delivery Channels - Overview of delivery channels – Automated Teller Machine (ATM) – NEFT – RTGS – SWIFT- Phone Banking – Call centers – Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing.

Module3: Inter-bank Payment System - Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – RTGS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – Cheques Truncation and E-Cheques

Module4: Contemporary Issues in Banking Technology – Analysis of Rangarajan Committee Reports – E Banking - Banking Softwares-Information Technology Act, 2000- cyber crimes.

Books for Reference

1. E-Indian Banking in Electronic Era - Kaptan S S&Choubey N S
2. E – Banking- Vasudeva, , Common Wealth Publishers, New Delhi, 2005
3. Information Technology- Turban Rainer Potter, , John Wiley& Sons Inc
4. Banking Technology - Indian Institute of Bankers Publication
5. Modern Banking Technology -Firdos T. Shroff
6. Banking Technology Handbook-Jessica Keyes

SECOND SEMESTER

HC04PAPER -BANK MANAGEMENT

Module 1: Nature of Banking Business: Socio, Economic and legal environment of banking business in India – official regulation and control over banks in India: Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Banking companies Act,1970 etc – Diversification of Banking in India.

Module 2:Forms of Banking: Branch Banking, Unit Banking, Group Banking Chain Banking, Banking, correspondent Banking. Process of Bank Management; Branch location policies and decisions, organizational Structure of Commercial Banks in India Department set up of head office, Zonal Office, Regional office and Branch offices. Delegation of authority in banks,

Module 3 :Bank Balance Sheet: Management of assets and liabilities in banks – Profitability and Productivity in banks – Management of large sized branches and rural branches. Internal control and Performance budgeting system – Management Information system-Income Recognition and asset classification norms

Module 4: Human Resource Development in Banks: Manpower Planning, Recruitment, Training, Promotion, Motivation, Bank Marketing: Product Planning and Development. Computerization of Banks: Need, application, progress, problems. Current Issues and Problems of Management of Banks in India.

Book for Reference:

1. Advanced Bank Management- IIBF (Indian Institute of Banking and Finance)
2. Bank Financial Management - IIBF (Indian Institute of Banking and Finance)
3. Bank Management and Financial Services- [Peter Rose](#) , [Sylvia Hudgins](#)
4. Advanced Bank Management- [N.S.Toor&Arundeeep Singh](#)
5. Bank Management- Timothy W. Koch
6. Principles and Practices of Banking- IIBF (Indian Institute of Banking and Finance)

HC05 PAPER -INSURANCE CLAIMS MANAGEMENT

Module 1: Claim Management – Concept & Classification of Claim, Essential elements of Claim, Claim procedure, Role of insured & insurer in claim management, Claim settlement & its significance, Nature of claim for various classes of insurance, Dispute, Litigation & Arbitration.

Module 2: Trends in claim, Role of IT in claim settlement, Customer service, Quality aspect, Insurance business & claim management in other countries.

Module 3: Claims Management-General Guidelines for Settlement of Claims-Life Insurance Claims-Marine Insurance Claims-Fire Insurance Claims-Miscellaneous Insurance Claims, Delays in Claims Settlements, Frauds and Misrepresentations in Claims.

Module 4: Policy claims: Different types of policy claims - Survival Benefits - Death Claims - Maturity Claims - Submission of Proof of title at claim processing stage - Early Claims & Non-early claims - Documents required for processing early claims - Death due to un-natural causes or accidents - Nomination - Assignment--Waiver of evidence of title - Claims Concession Clause and Extended Claims Concession Clause - Presumption of Death - Insurance Riders - Accidental Death Benefit rider - Permanent Death Benefit Rider.

Book for Reference:

1. Insurance: Jane Cowdell
2. Principles of Risk Management & Insurance – George E. Rejda.
3. Risk Management & Insurance- Scott Harrington .
4. Risk Management & Insurance- C. Arthur Williams
5. Risk Management-Insurance and Derivative- Kotreshwar G
6. Risk Management and Insurance- Harrington and Niehaus.

SC03 PAPER –RISK MANAGEMENT IN BANKING

Module 1: Definition of Risk- Risk Management- Objectives, Functions, and Importance, Risk in Banking Business Type of Risks-. Credit Risk, Market Risk and Operational Risk.

Module 2: - Risk Management Practices in India, Role of RBI in Risk Management in Banks-The BASEL Committee on Banking Supervision-Global Financial Crisis and the Indian Banking Sector.

Module 3: Derivatives - Origin, growth and Types of Derivatives – Benefits of Derivatives Market – Criticism of Derivatives- Forwards, Futures and Options – Basic features –Classification of Futures - Options- Types of options contracts- Role of Futures & Options Market –Swaps –Meaning – Currency swaps –Interest Rate Swaps.

Module 4: Credit Derivatives- Origin- Meaning- Types of Credit Derivatives- Credit Derivatives and Guarantees- Development of Cds Market in India.

Book for Reference:

1. Risk Management-Insurance and Derivatives-Kotreshwar G
2. Risk Management Insurance-Mark.S. Dorfman
3. Introduction to Risk Management insurance-Mark S. Dorfman , David a. Cather
4. Fundamentals of Risk and Insurance- Emmett J. Vaughan, Therese Vaughan
5. Risk Management in Banking-[Joel Bessis](#)
6. Theory and Practice of Treasury & Risk Management in Banks- [Indian Institute of Banking & Finance](#)
7. Risk Management In Banking And Insurance-[S. B. Verma](#) , [Y. Upadhyay](#) , [R. K. Shrivastawa](#)

SC04 PAPER – PRACTICE OF LIFE INSURANCE

Module 1: Practice of Life Insurance- Overview of the Indian Insurance Market- Growth of Insurance business in India- Organisational structure of the Life Insurance Corporation of India (LIC) – Postal Life Insurance – Organisational structure of Postal Life Insurance- Appointment of Life Insurance agents and their functions – Need of an agent in Life Insurance selling – Appointment of agents – Remuneration to agents- Trends in life insurance distribution channels.

Module 2:Plans of Life Insurance – Different types of life insurance plans – term Plan – Endowment plan – Money Back Insurance Plan – Whole – Life Insurance Plan – Unit Linked Insurance Plans(ULIPs) – Joint Life Insurance Plans – Child Insurance Plans- Rider benefits – Industrial life insurance – MWP Policies – Keyman insurance – Health insurance and its types- concept of Annuities – Different types of annuity plans – Advantages and dis advantages of annuity – annuity Vs Life Insurance – Important terms used in annuity.

Module 3: Group Insurance – Importance of group insurance schemes – Main features of Group insurance schemes – Eligibility conditions in group insurance – Different types of Group insurance schemes – Group Term Insurance Schemes – Group Gratuity Schemes – Group Superannuation scheme – Types of Group Superannuation schemes – Group Leave Encashment scheme – Employees Deposits – Linked insurance Scheme – Group Insurance Scheme in-lieu of EDLI- Social Security Schemes.

Module 4: Policy Claims – Different types of policy claims- Survival Benefits – Death claims – Maturity Claims – Submission of Proof of title at claim processing stage – Early Claims and Non- early claims – Documents required for processing early claims – Death due to un-natural causes or accidents – Nomination – Assignment – Waiver of evidence of title – Claims Concession Clause and Extended Claims Concession Clause – Presumption of Death – Insurance Riders – Accidental Death Benefit rider- Permanent Death Benefit Rider – IRDA regulations w.r.t Claim payments.

Book for Reference:

1. Life and health insurance handbook – Davis W. Gregg
2. Principles and Practice of Insurance – G.S Pande
3. Principles and Practice of Insurance – M.N. Mishra
4. Principles and Practice of Insurance – C. Gopalkrishna
5. Life Insurance in India- G.R. Desai
6. Theory and Practice of Life Insurance - Mitra

HC 06- PROJECT WORK



VishwavidyanilayaKaryasoudha
Crawford Hall, Mysuru- 570 005

No.AC6/451/2016-17

Dated: 16th June 2017

NOTIFICATION

Sub: Revision of Bachelor of Business Administration degree course Syllabus from the academic year 2017-18.

Ref: 1. Decision of the Faculty of Commerce Meeting held on 8th March 2017.

2. Decision of the Academic Council Meeting held on 30th March 2017.

The Board of Studies in Business Management (graduate) which met on 24th December 2016 has recommended to revise the syllabus for Bachelor of Business Administration degree course from the academic year 2017-18.

The Faculty of Commerce and the Academic Council at their Meetings held on 8th March 2017 and 30th March 2017 respectively have also approved the above proposals.

Pursuant to the approval of the academic council at its meeting held on 30th March 2017, the revised syllabus is notified and which will be effective from the academic year 2017-18. The contents are also annexed herewith.

The contents may be downloaded from the University Website i.e., www.uni-mysore.ac.in

Draft approved by the Registrar

-Sd-

DEPUTY REGISTRAR (ACADEMIC)

To:

- 1) The Registrar (Evaluation), University of Mysore, Mysuru.
- 2) The Dean, Faculty of Commerce, B.N. Bahadur Institute of Management Sciences, Manasagangotri, Mysuru.
- 3) The Chairman, B.N. Bahadur Institute of Management Science, Manasagangotri, Mysuru.
- 4) The Chairman, Board of Studies in Business Administration, B.N. Bahadur Institute of Management Sciences, Manasagangotri, Mysuru.
- 5) The Chairman, Board of Studies in Bachelor of Business Administration (Graduate), B.N. Bahadur Institute of Management Sciences, Manasagangotri, Mysuru.
- 6) All the Principals of Affiliated College running Bachelor of Business Administration Graduate Programme.
- 7) The Director, College Development Council, MoulyaBhavan, Manasagangotri, Mysuru.
- 8) The Deputy Registrar/Assistant Registrar/Superintendent, AB and EB, University of Mysore, Mysuru.
- 9) The PA to Vice-Chancellor/Registrar/Registrar (Evaluation), University of Mysore, Mysuru.
- 10) Office Copy.

UNIVERSITY OF MYSORE



Proposed Regulations for 3-Year Semester Course Leading to Bachelor of Business Administration (B B A)

Regulations - 2017

NOTE :

1. These regulations are applicable to students taking admission to I semester BBA from the academic year 2017-18.
2. The duration of the course shall be 3 years consisting of 06 semesters.
3. Each semester shall extend over a minimum period of SIXTEEN weeks teaching duration.

1.0 NAME OF THE COURSE AND DURATION OF THE COURSE.

Bachelor of Business Administration (B B A)

- Duration – 3 years comprising 6 semesters

2.0 ELIGIBILITY FOR ADMISSION

1. Students who have passed Pre-University Examination (10+2) or equivalent examination in any discipline are eligible for admission.

3.0 SCHEME OF INSTRUCTIONS :

There shall be 6 subjects in each semester. For each subject, there shall be lecture class. The duration of teaching hours vary between 4-6 hours per subject per week s prescribed by the curriculum

4.0 SCHEME OF EXAMINATION:

- ◆ There shall be university examination at end of each semester for a maximum marks of 70 in each subject and internal assessment will be for 30 marks.
- ◆ All papers of this course shall be set/valued/reviewed by BOE of Management. The process of setting the question paper and valuation will be looked after by the BOE in Management.
- ◆ Internal assessment includes test, assignments, seminars, field work, practical records, and viva for maximum of 20 marks.
- ◆ Pattern of the question paper will be as follows:

Part- A: Answer any two out of four questions.	2*20=40
Part- B : Answer any two out of four questions.	2*10=20
Part- C : Answer any two out of four questions.	2*5=10

5.0 ATTENDANCE:

- ◆ Each semester shall be taken as a unit for the purpose of calculating attendance and a student shall be considered to have put in the required attendance for that semester if the candidate has attended not less than 75% of the number of working days (lectures during each semester)
- ◆ A candidate who does not satisfy the requirement of attendance shall not be eligible to take the examination of the concerned semester.
- ◆ A candidate who fails to satisfy the requirement of attendance in a semester shall re-join the same semester by obtaining prior permission from the University.

6.0 MEDIUM OF INSTRUCTION:

The medium of instruction shall be English.

7.0 APPEARANCE FOR THE EXAMINATION:

A candidate shall apply for all the papers of a semester when he appears for examination of each semester for the first time.

8.0 BOARD OF EXAMINERS, VALUATION:

- ◆ There shall be a Board of Examiners for scrutinizing and approving the question papers and scheme of valuation constituted by the University.
- ◆ There will be single valuation for all the papers.

DECLARATION OF RESULT:

- ◆ Minimum for a pass in each paper shall be 35%, and for all the papers in the semester average shall be 40%. However, a candidate has to score minimum of 40% of theory component of semester end examination i.e. 25(rounded off) marks out of 70 marks.
- ◆ There shall be no minimum marks for Internal Assessment.
- ◆ Classification of successful candidates and Gradation of results shall be as per the University regulations.

9.0 PROVISION FOR REPEATERS:

- ◆ A candidate is allowed to carry all the previous un-cleared paper/s to the subsequent semester/s.
- ◆ The candidate shall take the examination as per the syllabus and scheme of examination in force during the subsequent appearances.
- ◆ **PROVISION FOR RE-ADMISSION:**
- ◆ Such of those candidates who have discontinued the course/failed to take admission to the next semester, shall get admitted to the concerned semester in the immediate next academic year only. This provision is available to a student only two times in the entire duration of the course.
- ◆ **Any other issue not envisaged above** shall be resolved by the Vice Chancellor in consultation with the appropriate bodies of the University which shall be final and binding.
- ◆ Wherever the regulation is silent, the provisions of University regulations shall be applicable.

BBA COURSE STRUCTURE

12.0 DETAILS OF B B A SUBJECTS AND SYLLABUS

Existing**Revised**

Si No	Subject	HR S/ wk	SI No.	Subject	HRS/ wk
I Semester			I Semester		
1	Language- I	04	1.1	Kannada/Sanskrit/Urdu/Tamil/ Telugu/Additional English /Marathi/Hindi	04
2	Language-II	04	1.2	Language: English	04
3	Environmental studies	04	1.3	Financial Accounting -I	06
4	Indian Business Environment	05	1.4	Principles of Management	06
5	Principles of Economics	05	1.5	Indian Business Environment	04
6	Financial Accounting-I	05	1.6	Environmental studies	04
		27			28
II Semester			II Semester		
1	Language- I	04	2.1	Kannada/Sanskrit/Urdu/Tamil/Telugu/Additional English Marathi/Hindi	04
2	Language- II	04	2.2	Language: English	04
3	Constitution of India	04	2.3	Global Business Environment	04
4	Managerial Economics	05	2.4	Management of Services	06
5	Business Mathematics	05	2.5	Financial Accounting - II	06
6	Financial Accounting -II	05	2.6	Constitution of India	04
		27			28
III Semester			III Semester		
1	Language- I(Communicative Language)	04	3.1	Kannada/Sanskrit/ Urdu/Tamil/ Telugu/Additional English /Marathi/Hindi	04
2	Language- II(Communicative Language)	04	3.2	Language: English	04
3	Computer Applications**	05	3.3	Management Information System	04
4	Cost Accounting	05	3.4	Company Law	04
5	Principles and Practice of	05	3.5	Financial Accounting-III	06

	Management				
6	Financial Accounting-III	0 5	3.6	Cost Accounting	06
		2 8			28
IV Semester			IV Semester		
1	Language-I(Communicative Language)	0 4	4.1	Kannada/Sanskrit/ Urdu/Tamil/ Telugu/Additional English /Marathi/Hindi	04
2	Language-II(Communicative Language)	0 4	4.2	Language: English	04
3	Management Accounting	0 5	4.3	Quantitative Techniques	04
4	Marketing Management	0 5	4.4	Business Law	04
5	Financial Management	0 5	4.5	Functional Management	06
6	Human Resource Management	0 5	4.6	Management Accounting	06
		2 8			28
V Semester			V Semester		
1	Small Business Management & Entrepreneurship	0 4	5.1	Corporate Governance	04
2	Income Tax	0 5	5.2	Statistics for Management-I	04
3	Business Statistics-I	0 5	5.3	Tax Management-I	06
4	Commercial Law	0 4	5.4	Organizational Behaviour	06
5	Elective- I FM/MM/HRM	0 5	5.5	Elective-I	04
6	Elective- II FM/MM/HRM		5.6	Elective-II	04
		2 8			28
VI SEMESTER			VI SEMESTER		
1	Business Statistics – II	0 5	6.1	Entrepreneurship Development	04
2	International Business	0 4	6.2	Statistics For Management-II	04
3	Company Law	0 5	6.3	Tax Management-II	06
4	Law & Practice of Banking	0 4	6.4	Project Management	06
5	Elective-III	0	6.5	Electives-III	04

	FM/MM/HRM	5			
6	Elective-IV FM/MM.HRM	0 5	6.6	Elective-IV	04
		2 8			28

Note: Each paper carry 100 marks divided into 70 marks of term end examination and 30 marks Internal Assessment .

I SEM BBA

1.3 FINANCIAL ACCOUNTING-I

Unit 1 - Meaning of Accounting – Accounting Principles – Concepts and Conventions- Accounting Standards - Meaning – objectives – Indian Accounting Standards – IFRS. Systems of Book- Keeping – Rules of double - entry -preparation of Journal and Ledger.

Unit 2- Subsidiary Books – Purchase, Purchase Returns, Sales, Sales Returns, Cash Book, Petty Cash Book, Journal proper, Bills Receivable and Bills Payable Book (Format and Theory only). Problems on Three Column Cash Book.

Unit 3-Preparation of Trial Balance- Preparation of Final Accounts of Sole - Trading Concern, Trading Account, Profit and Loss Account and Balance Sheet.

Unit 4- Depreciation – Meaning, Causes, Methods of Depreciation. Problems on Straight - line method, Written down value method and Sinking fund method.

Unit 5- Consignment- Meaning- Differences between Sales and Consignment – Proforma Invoice – Account Sales- Problems on consignment (at cost and Invoice price)- Normal loss and Abnormal loss.

Unit 6 - Bills of Exchange- meaning, Features- parties to Bill of Exchange- Noting and Protest – Discounting – Endorsement – Renewals of Bills - Dishonour of Bills, Simple problems on Trade Bills.

References:

- | | |
|--------------------------------|--------------------------------|
| 1. Financial Accounting | B S Raman |
| 2. Financial Accounting -I &II | G h Mahadevaswamy & B H Suresh |
| 3. Advanced accounting | M C Shukla and T S Grewal |
| 4. Financial Accounting | S P jain and Narang K L |
| 5. ADVANCED ACCOUNTING | P C TULSIAN |

1.4 PRINCIPLES OF MANAGEMENT

Unit 1: Introduction to Management: Meaning and Definition – Nature - Management Process – Management Functions – Levels of Management and Skills – Importance - Management Thinkers: F W Taylor - Henry Fayol – Elton Mayo - Peter F.Druker and Prahalad.

Unit 2: Planning & Decision Making : Meaning & Definition of Planning – Planning Process Purposes of Planning – Features and Importance Benefits of Planning - Types of Plans - Short Range & Long Range Plans - Strategic and Operational Plans, Policies & Procedures, Budgets and Projects - Decision Making : Meaning - Decision Making Process – Individual Vs Group Decision Making - Advantages & Disadvantages of Group Decision Making

Unit 3: Organising & Staffing : Meaning & Definition of organization - Nature - Principles of Organisation - Formal & Informal Organisations – Functional Organisation- Unity of Command, Span of Control – Delegation of Authority & Responsibility – Advantages of Delegation, Barriers to Delegation - Centralisation and Decentralisation. Staffing : Meaning, Process, Importance, Functions, Factors affecting Staffing and Advantages of Staffing.

Unit 4 : Directing & Communication- Meaning and Definition of Direction - Nature of Direction - Importance of Direction - Orders and Instructions – Supervision: Essentials of Effective Supervision. Meaning and Definition of Communication - Nature, Objectives and Importance of Communication - Forms of Communication: Oral, Written and Body Language. Types of Communication : Upward, Downward, Horizontal, Vertical, Diagonal- Formal & Informal Communication- Barriers to Communication- Measures to Overcome Barriers to Communication

Unit 5: Motivation & Leadership: Meaning & Definition of Motivation – Nature and Importance of Motivation - Theories of Motivation : Maslow’s Hierarchy of Needs Theory , -Herzberg’s Theory – Theory X, Y and Z - Meaning & Definition of Leadership – Functions of Leadership - Leadership Traits - Leadership Styles

Unit 6: Controlling: Meaning & Definition of Controlling- Control Process – Types of Control : Feed forward, Concurrent and Feedback Controls –MBO – MBE – Control Techniques: PERT – CPM – JIT, Budgetary Control – Auditing : Internal and external Auditing

Books for Reference:

1. Richard Pettiger. Introduction to Management, Palgrave Macmillan, New York. 52
2. Meenakshy Gupta . Principles of Management, PHI, New Delhi.
3. Prasad L.M. Principles of Management, Sultan Chand & Sons, New Delhi.
4. Koontz andn O’Donnel. Principles of Management, Tata McGraw-Hill Publishing, Co.Ltd.

New Delhi.

5. Koonts and Heinz Weihrich,, Essentials of Management, Tata McGraw-Hill Publishing Co.Ltd. New Delhi.
6. Bhooshan Y.K. Business Organisation and Management, Sultan Chand & Sons New Delhi.
7. Peter F. Druckar, Practice of Management, Allied Management Tasks , Harper Collins Publishers
8. T.N. Chabbra Principles of Managment

1.5 INDIAN BUSINESS ENVIRONMENT

Unit 1- Introduction and characteristics– Concepts of Vision, Mission & Strategy Statements– Types of Environment:– Internal to the Enterprise– Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value– Digital Economic Environment,

Unit 2- External environment to the Enterprise: Micro Environment-Suppliers, Competitors, Lenders, Macro Factors- Demographic, Political, Economic, Legal, Technological, Socio-Cultural, Ecological & global.

Unit 3- Forms of Business Organization- Concept and characteristics in relation to following business models:–Sole Proprietorship– Partnership& LLP— HUF and Family Business– Cooperatives, Societies and Trusts-Company – Statutory Bodies and Corporations–PSU– MNCs. TNC, Universal companies.

Unit 4-Start up initiative- Incubation- Government initiatives- Make in India- Made in India- Sustainable growth by balancing environment.

Unit 5-Emerging Trends in Business& Business foundation skills Concepts, Network Marketing– Franchising– Business Process Management (BPM), Knowledge Process management (KPO) –E-Business– M-Commerce- Business foundation skills-Business Concept Development-Creative thinking-Critical thinking-Crisis management – Problem solving-Lateral thinking-Moment of Truth (Case studies)

BOOKS FOR REFERENCE

- 1.Indian Business Environment : Role of Micro and Macro Environment of Business Decisions: RanjithPappachan.
2. Business Environment: Indian and Global Perspectives- Faisal Ahmed, M. Absar Alam
3. Essentials of business environment K Ashwathappa
4. Business Environment Text and cases Francis Cherunilam

1.6. ENVIRONMENTAL STUDIES

II SEM BBA

2.3. GLOBAL BUSINESS ENVIRONMENT

Unit 1- Global business environment- LPG-International trade theories-International economy- International political environment- Positioning Indian brand in global arena

Unit 2- Global Institutions- WTO-IMF-World Bank- Functions- Roles, TRIPS-TRIMS- Trade blocs- SAARC-ASEAN-NAFTA-EU.

Unit 3- Global Trade & Commerce- FDI-FII-Global monetary system, Balance of payments- Balance of trade-Fiscal policy and monetary policy with respect to global business.

Unit 4 - Indian Companies Entering Global Markets- Global Strategy- Marketing Strategy-Global HR strategy- MNC's entering India – Strategies, Mode of entry, India's Demographic dividend

Unit 5- Global business foundation Skills- BPM industry and awareness-, Common BPM services provided by India- Current challenges, Business & corporate etiquettes-B2B, B2C, Corporate Lifestyle- Basic understanding of corporate culture of western countries- culture shock –Cultural diversity- Customer Satisfaction VS customer delight.

Books for reference

1. International business Sumati Verma
2. International business environment Francis cherunilam
3. International business environment Dr.S.Sankaran
4. International business , Text and cases Sundaram & Black
5. www.icsi.edu
6. www.egrnathalaya.nic.in
7. <https://campusconnect.infosys.com/genesis/login.aspx>

2.4. MANAGEMENT OF SERVICES

Unit 1- Introduction- Meaning of Services- Concept- Characteristics of Services- Classification of Services- Marketing Mix in Service Industry- Growth of Service Sector- Service Processes- Building Customer Loyalty – Managing the Service Sector.

Unit 2- Banking and Insurance Services- Introduction- Traditional Services- Recent Trends in Banking Services. Insurance- Introduction- Meaning and Definition of Insurance- Types of Insurance- Life Insurance-Products of Life Insurance-General Insurance- Types of General Insurance.

Unit 3- Management of Hotel Industry: Hotels- Facilities- The Guest Cycle- Classifications of Hotels-Marketing Mix of Hospitality Industry.

Unit 4- Hospital and Educational Service- Evolution of Hospital Industry- Nature of Service- Risk Involved in Health Care Services- Marketing of Medicinal Services – Hospital Extension Services- Pharmacy-, Nursing – Medical Transcription. Educational System- Issues in Education System- Modern trends in Education Service

Unit 5- Tourism Service : Introduction- Evolution of Tourism Industry – Concept and Nature of Tourism – Significance of Tourism Industry – Marketing Segmentation in Tourism – recent trends in Tourism and Travel Service.

Unit 6- Event management Service: Introduction, Types of Event Management -Corporate Event Management, Private Events, Small Events, Grand Events, Musical Events, Sports Events, Fashion Shows, Children Events, Trade Fairs And Exhibitions, Conference Event Management, Product Launch Event Management-Event Management Software, Event Management Industry in India-an Overview.

Reference:

1. Management of banking and insurance services- K Ram murthy, - Sharadha

- Anthony Samson -- M P Pavan Kumar

2. Management of services - - Cma Trinesh And Banu Prakash

3. Service Management- Sunil rao

4. Service Management And Operation – Cengiz haksevertile – Pearson education

5. Service Management – K. Venkataramana-

6. Event Management – Ashuthosh Chaturvedi

2.5 . FINANCIAL ACCOUNTING – II

Unit 1 -Joint-Venture: Meaning, objectives, Methods of preparing Accounts with separate books and without separate books. Differences between Consignment and Joint Venture.

Unit2-Branch Accounts: Meaning, objectives and Types-Dependent Branches – Problems on Debtors system only at Cost and Invoice price.

Unit 3-Hire purchase: Meaning, Features, Sale v/s Hire purchase - problems on Hire purchase (Excluding Repossession).

Unit 4-Installment system: Meaning, Differences between and Installment purchase – problems on Installment system.

Unit 5-Partnership Accounts- Fixed Capital system v/s Fluctuating Capital system. Accounting treatment on Admission, Retirement and Death of a partner.Treatment of goodwill, Sacrificing Ratio and Gain Ratio.Problems on Admission, Retirement and Death of a partner.

Unit 6-Dissolution of partnership firm, preparation of Account (Excluding Garner v/s Murry case).

References:

- | | |
|-----------------------------|---------------------------|
| 1. Financial Accounting | B S Raman |
| 2. ADVANCED ACCOUNTING
M | RL GUPTHA & Radha swamy |
| 3. Advanced accounting | M C Shukla and T S Grewal |
| 4. Financial Accounting | S P jain and Narang K L |
| 5. ADVANCED ACCOUNTING | P C TULSIAN |

2.6 Constitution of India

III SEM BBA

3.3 MANAGEMENT INFORMATION SYSTEM

Module 1- Introduction to MIS - Meaning, concept - Evolution - significance and need - Objectives and features - subsystems of MIS - MIS and other academic disciplines - operating elements of MIS - structure of MIS based on management activity - based on organizational functions.

Module 2- Concepts of information - Nature of information - Definition and Types of management information - data Vs information - Information for various levels of management - Value of information in decision making - age of information.

Module 3 -Value and cost of information - Types of information systems - Operations support system - Transaction Processing Systems - Decision support System - Process Control Systems - Executive support system - Formal and Informal information system - Knowledge Work Systems- Expert system Artificial intelligence

Module 4- Planning information system - Developing information system - System Analysis and design - Implementing Information System acquisition - Managing and Controlling information system resources - Information resources management.

Module 5- Application Technologies: Introduction, ERP Concepts, Evolution of ERP, ERP packages, ERP Evaluation, ERP implementation Application Examples - Tally.ERP 9.

3.4 COMPANY LAW

UNIT 1: Companies Act 2013– Company: Definition – Feature – Types – Corporate Veil – Lifting of Corporate Veil – Limited Liability Partnership

UNIT 2: Company Formation- Stages – Promotion – Functions and Liabilities of Promoter, Incorporation Stage – Effects, Certificate of Incorporation, Subscription Stage, Business Commencement Stage.

UNIT 3: Documents- Memorandum of Association- Clauses – Doctrine of Ultra Vires, Articles of Association, Contents - Table A- Doctrine of Indoor Management

Prospectus - Contents -Types, Liabilities for Misstatement in Prospectus

UNIT 4: Shares –Types- Issue of Shares, Legal Rules -Dematerialised Form -Issue at Par and at Premium - Allotment of Share - Irregular allotment, Listing of Shares meaning and Procedure

Membership: Modes of Acquiring Membership -Rights of Members- Register of Members

UNIT 5: Meeting: Meaning and Types- Directors' Meeting, Shareholders' Meeting- Requisites of Valid Meeting. Appointment of Director, Company Secretary and Auditor, Liquidation of Companies-meaning -Modes of Winding up.

3.5 FINANCIAL ACCOUNTING-III

Unit 1- Issue of share-at par and at premium, over subscription and under subscription of shares, pro-rata allotment of shares. Forfeiture and re-issue of forfeited shares.

Unit 2- Issue of Debentures and Bonds, types of debentures and Bonds, differences between shares and debentures and Bonds and Debentures. methods of redemption of Debentures conditions for issue of debentures. Simple problems on issue of debentures.

Unit 3-Financial statements of a company profit and loss account and balance sheet. (as per new regulations)

Unit 4-Liquidation of company, Preparation of liquidator's final statement of account.

Unit 5- Redemption of preference shares (simple problems only)

Unit 6-Right shares, Bonus share, stock option, E-Trading BSE, NSE and SEBI (problems on Bonus shares).

Books for References

- | | |
|-------------------------|---------------------------|
| 1. Financial Accounting | B S Raman |
| 2. Advanced Accounting | RL Gupta & Radha swamy M |
| 3. Advanced Accounting | M C Shukla and T S Grewal |
| 4. Financial Accounting | S P Jain and Narang K L |
| 5. Advanced Accounting | P C Tulsian |

3.6 COST ACCOUNTING

Unit 1-Cost Accounting:- Introduction, meaning, definitions of cost, Costing and Cost Accounting, objectives, advantages and disadvantages of Cost Accounting. Comparison between Cost Accounting and Financial Accounting, Elements of Cost, classification of Cost, Cost unit, Cost centre, statement of Cost, preparation of Cost sheet including Estimations, Quotation and Tender.

Unit 2-Materials: Meaning, nature, classifications and codification. Purchase procedure, functions of store keeper. Inventory control-meaning, techniques-problems on stock levels, pricing the issue of materials-methods, problems on FIFO AND LIFO only.

Unit 3-Labour: Meaning, methods of time keeping and time booking, methods of remunerations to labour overtime and idle time and their treatment problems on time wage, piece wage, Halsey and Rowan plan.

Unit 4-Overheads: Meaning, Overhead accounting process-classifications, codifications, allocation, apportionment, re-apportionment and absorption of Overheads. Problems on primary and secondary distribution (Repeated Distribution method only). Machine Hour Rate- Meaning and problems.

Unit 5-Methods of Costing: Introduction, different methods of costing and applications-Contract Costing-problems, Process Costing-problems on Process losses only.

Unit 6-Operating Costing: Introduction, Format of operating Cost Sheet-problems on Operating Costing- Transport undertakings only.

Books for reference:

- | | |
|---------------------|-------------------------------|
| 1. Cost Accounting- | S P Jain and K L Narang |
| 2. Cost Accounting | R S.N. Pillai and V Bagavathi |
| 3. Cost Accounting | M Ravi Kishore |

IV SEMESTER BBA

4.3 QUANTATIVE TECHNIQUES

Unit-I Indices –Meaning - Law of Indices and their application for simplification. Logarithms – Laws of Logarithms – Common Logarithms – Application of Logarithms for simplification.

Unit –II Progressions – Meaning of sequence and series – Types of Progression – Arithmetic Progression and Geometric Progression – General terms and sum of ‘n’ terms of Arithmetic Progression and Geometric Progression – Business applications – Problems on Arithmetic and Geometric Progression.

Unit—III Ratio Proportions and Percentages and their application to business. Permutations – Factorial notations – Linear and circular Permutations. Combinations – Business applications – problems on Permutations and Combinations.

Unit – IV Commercial Arithmetic –Simple interest and Compound interest- Bills discounting concepts, Bankers discount, true discount, Bankers gain and present value of bill.

Unit –V Matrices and determinants – Meaning, Definition and types of matrices – Matrix operations and properties. Determinants – Determinants of a square Matrix – Solutions of linear equations by using Cramer’s Rule.

Books for reference:

1. Business Mathematics---D C Sancheti and V K Kapoor
2. Business Mathematics---K Madappa and M S Sridhar Rao
3. Business Mathematics---P R Vittal
4. Commercial Arithmetic---R H Dhareshwar
5. Commercial Arithmetic---Ayer and Bari
6. Quantative Aptitude---R D Sharma
7. Quantative Aptitude---R S Agarwal

4.4. BUSINESS LAW

Unit 1: Indian Contract Act, 1872: Contract- Definition-Essentials of Valid Contract. Void Contract, Voidable Contract, Void Agreement, Quai Contract, Valid Offer and Acceptance- Revocation, Valid Consideration- Exceptions

Unit 2: Contractual Capacity – Agreement with Minor, Free Consent, Bailment- Meaning & Definition, Rights and Duties of Bailor&Bailee, Pledge (Concept); Indemnity & Guarantee (Differences)

Unit 3: Performance of Contract - Discharge of contract, breach of contract, remedies for breach of contract

Unit 4: Intellectual Property Rights in India – Types – Patents – Procedure for obtaining Patents, Remedies available for Infringement, Trade Marks – What cannot be registered, Copy Rights, Industrial Design (Concept).

Right to Information Act – Objectives and Scope

Unit 5: Competition Protection Act, 2002- Objectives, Anti Competition Agreement, Prevention and Abuse of Dominant Position, Competition Commission of India.

Information Technology Act, 2000: Digital Signature, Digital Signature Certificate, Recognition of Electronic Records and Acceptance

Books for reference-

- 1 Statistical Methods S P Gupta
2. Fundamentals of StatisticsD N Elhance
3. Statistics- Sancheti and Kapoor
4. Statistics- R S N Pillai and Bhagavathi
5. Quantitative Techniques in ManagementN D Vorha
6. Operations research-S D SHARMA

4.5 FUNCTIONAL MANAGEMENT

Unit 1 : Management as a Profession- Management as a Science as well as Art – Profession - Role of Management in Modern Organization – Managerial Skills – Challenges Faced by Modern Managers – Functional areas of Management

Unit 2 : Human Resource Management – Meaning and Nature – Importance- Role of HR managers – Man Power Planning – Recruitment – Selection – Training and Development – Placement Compensation – Methods of Wage Payment – Incentives : Monetary and Non monetary

Unit 3: Financial Management-Meaning, Definition, Objectives, Profit Maximization Vs Wealth Maximization, Scope of Financial Management, Sources of Finance-Role of Financial Manager - Investment decisions – Financing decisions – Dividend decisions – Working Capital : Meaning , Definition, Determinants, Distinction between Fixed Capital and Working Capital.

Unit 4: Production Management – Meaning of Plant – Firm - Industry – Plant Location – Factors affecting plant location - Plant layout – Factors affecting Plant Layout – Types – Production Management: Meaning & Importance - Production Planning and Control – Inventory Management

Unit 5: Office Management – Elements, Functions of Office Management, Office layout- Factors determining Office Layout - New Trends in Office layout - Administrative Office Management – Objectives and functions of Administrative Office Manager.

Unit 6: Marketing Management – Market : Meaning, Functions and Types of Market - Marketing : Meaning and Definition, Objectives – Functions, Types of Marketing. Marketing Management: Meaning and Definition, Functions and Importance – Scope- Marketing Concepts – Marketing and Selling — Marketing Mix

Books for Reference:

1. Sharma R K and Shashi K. Gupta, Functional Management, Kalyani Publishers
2. I.M Pandey, Financial Management Vikas Publishing House Pvt Ltd
3. R K Chopra, Administrative Office Management, Himalaya Publishing House
4. Khan and Jain, Financial Management, Tata McGraw Hill Education Pvt Ltd
5. Philip Kotler & Kevin L Keller, Marketing Management, Pearson Education Inc.
6. V.S.P Rao, Human Resource Management Text and Cases
7. Aswathappa, Human Resource Management Text and Cases, Tata McGraw Hill Education Pvt Ltd
8. S.S.P Singh Production and Operation Management, Vikas Publishers
9. S.N. Chary Production and Operation Management, Tata McGraw Hill Education Pvt Ltd

4.6 MANAGEMENT ACCOUNTING

Unit 1- Management Accounting: Meaning and Definitions, Nature, Scope and Objectives of Management Accounting, Difference between Cost and Management Accounting and Management Accounting and Financial Accounting. Limitations of Management Accounting.

Unit 2- Marginal Costing: Basic concepts and Definitions, assumptions contribution, P/V ratio. BEP, margin of safety. Make or buy decisions, graphical analysis.

Unit 3- Relevant Costs: Meaning, Distinction between Incremental Cost and Opportunity Cost. Simple problems on relevant cost in decision making.

Unit 4- Analysis of Financial Statements: Meaning, tools of financial statements-(Common size, comparative, Trend analysis, Ratio analysis).

Profitability Ratio- G/P, N/P, Operating Ratio, EPS, Turnover Ratio, Debtors Turnover ratio, Creditors Turnover ratio, Stocks Turnover ratio, working Capital Turnover ratio, Fixed Assets turnover ratio.

Financial ratio- Current ratio, Liquid ratio, Debt-equity ratio, Proprietary ratio, (problems on above ratio only).

Unit 5- Budgetary control: Definitions- Budget, Budgetary control, objectives, Basic concepts, key factors. Types of Budgets, problems on Flexible Budget, Cash Budget and Sales Budget.

Unit 6- Standard Costing: Meaning, Definition, Difference between standard costing and budgetary control, Advantages and limitations, Variance analysis. Simple problems on material and labour variances.

V SEMESTER

5.1 CORPORATE GOVERNANCE

Unit 1-Conceptual outline of corporate governance -Introduction, meaning, Definition, scope, significance. Evolution of corporate Governance -Development of corporate Governance in India Principles &Essentials of Good Corporate Governance-corporate frauds. (Case-studies, Satyam, SAHARA)

Unit 2-Theories of Corporate Governance & legislative framework with respect to Indian context-Agency problem, Stakeholder theory, enterprise governance, Legislative framework of Corporate Governance in India, In companies act, SEBI guidelines, IRDA guidelines, TRAI guidelines

Unit 3-Tools of Corporate Governance& committees - Internal audit –Internal control roles and responsibilities. External audit, Cost Audit -Disclosure about risk, risk management- Disclosures on board,Board committees-Audit committee,Shareholders’ Grievancescommittee, Remuneration committees, E-governance

Unit 4-Corporate Governance and it’s Stake holders-Role of investors in corporate governance Shareholders, Rights of shareholders,. Employees, Customers, lenders, vendors, Government-.Indian model of Corporate Governance- Corporate Governance Forums in India- the Institute of Company Secretaries of India

Unit 5-Business Ethics& Corporate social responsibility, Ethics – meaning, importance, nature and relevance to business, values and attitudes of Professional managers , Principles of business ethics,Corporate social responsibility, Benefits of adoption of CSR, CSR committee, Duties, Responsibilities, Policies and legislation, Balancing corporate performance- CSR initiatives by Indian and Global companies.

Books for Reference (Corporate Governance):

1. Essentials of Corporate Governance: By G.NBajpai, Sage Publications India Pvt Ltd
2. A case book on corporate Governance and Stewardship:N.Balasubramanian:McGraw Hill Education
3. Corporate Governance: By ICSI –Institute of Companies secretaries of India
4. Corporate Governance Policies, Practices : By Fernando: Pearson Edcation
5. Business Ethics and corporate Governance: By S.K Bhatia: Deep and Deep Publications
6. Corporate Governance in India: Sunita Sharma: New Century Publications
7. Corporate Governance Theory & practice: By Anilkumar: International Book House
8. Corporate Governance: By Machiraju: Himalya Publishing House

5.2. STATISTICS FOR MANAGEMENT- I

Unit 1- Statistics – Meaning - Definition, characteristics, advantages and limitations-Collection of data-methods of collecting primary data and sources of secondary data-Classification and Tabulation of data. Bar diagram, Histogram and Pie chart

Unit 2- Measures of central tendency-Arithmetic Mean, Median, quartiles and Mode. Geometric Mean and Harmonic Mean (Individual series only)

Unit 3-Measures of Dispersion - Quartile Deviation - Standard deviation - Co-efficient of variation. Skewness-Karl Pearson and Bowley's co-efficient of skewness

Unit 4- Correlation-Meaning-types-Karl Pearson's co-efficient of correlation-Spearman's Rank correlation co-efficient. Probable error

Unit 5- Regression analysis-Construction of regression equations-Estimation

Books recommended:-

- 1.Statistical Methods—S P Gupta
2. Fundamentals of Statistics—D N Elhance
3. Statistics—Sancheti and Kapoor
4. Statistics---R S N Pillai and Bhagavathi

5.3 TAX MANAGEMENT– I

Unit 1-Introduction to Income Tax-Income Tax-Income-Person-Income-Person-Assessment year-Previous year- Assessee-Gross Total Income-Total Income-Exempted Income- Agricultural Income - Residential Status and Incidence of Tax (Individuals Only)

Unit2-Income from Salary-Meaning of salary- Allowances- Perquisites-Valuations of perquisites-Provident fund-Deductions and U/S 24-Computation of Income from House Property.

Unit 3- Income from House Property-Basis of Charge -Exempted Income from House Property – Annual Value-Determination of Annual Value- Deduction U/S 24- Computation of Income from House Property.

Unit 4-Profits and Gains of Business and Profession-Meaning and Definition of Business and Profession, Expenses and Losses, Expressly allowed expenses and Losses Expressly Disallowed – Computation of Income from Business and Profession.

Unit 5-Deduction Under Chapter VI A-Deductions from section 80C TO 80U (Applicable to Individual only)

Skill Development

1. Filling of Form No.16
2. Filling and Filing of ITR-1
3. Filling of Form No.49A (For Individuals)
4. Organisation Chart of IT
5. Collect Salary details of any employee of any organization.

- 1) Direct taxes H. C Mohotra
- 2) Income tax Bhugawathi Prasad
- 3) Direct taxes Vinod Singania
- 4) Jain & NarangDinakar pagare.
- 5) Direct taxes T. Manoharam
- 6) Indirect taxes Dathe

5.4 ORGANISATIONAL BEHAVIOUR

Unit 1-Introduction-Organisational Behaviour: Introduction, definition, historical development, fundamental principles of OB, contributing disciplines, approaches, challenges and opportunities.

Unit 2-Foundations of Individual Behaviour-Individual behaviour: Foundations of individual behaviour. **Ability:** Intellectual abilities, Physical ability, the role of disabilities. **Personality:** Meaning, formation, determinants, traits of personality, personality attributes influencing OB. **Attitude:** Formation, components of attitudes, relation between attitude and behaviour.

Unit 3-Perception and Emotions-Perception: Process of perception, factors influencing perception, link between perception and individual decision making. **Emotions:** Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self-management, social awareness, relationship management.

Unit 4: Motivation and Leadership-Motivation: Meaning, theories of motivation-needs theory, two factor theory, Theory X and Y, application of motivational theories. **Leadership:** Meaning, styles of leadership, leadership theories, trait theory, behavioural theories, managerial grid, situational theories-Fiedler's model, SLT, transactional and transformation leadership.

Unit 5: Group Behaviour-Definition, types, formation of groups, building effective teams. Conflict: Meaning, nature, types, process of conflict, conflict resolution. **Power and politics:** Basis of power, effectiveness of power tactics.

Unit 6: Emerging Challenges-Emerging challenges, managing diversity, globalisation, technology transformation, e-business,promoting ethical behaviour.

Reference Books:

1. Organisational behaviour, Stephen P Robbins, Timothy A. Judge, Neharika Vohra, 14th Edition, Pearson
2. Organization Behaviour – Ashwathappa, Himalaya Publication House
3. Organisational Behaviour: A modern approach - Arun Kumar and Meenakshi, Vikas Publishing House
4. Organisational Behaviour - Fred Luthans, 12/e, McGraw Hill International
5. Management and Organisational Behaviour - Laurie J Mullins, Pearson education
6. Fundamentals of Organisational Behaviour - Slocum/Hillriegel, Cengage Learning
7. Introduction to Organisational Behaviour – Michael Butler, Jaico Publishing House

5.5 . Elective I (HRM/MM/FM/TM)

5.6 . Elective II (HRM/MM/FM/TM)

VI SEMESTER BBA

6.1 ENTREPRENEURSHIP DEVELOPMENT

Unit 1: Introduction to Entrepreneurship: Meaning and definition of entrepreneurship, features of entrepreneurship, entrepreneurship and enterprise. Entrepreneur – Meaning and definition, functions of an entrepreneur, types of entrepreneurs, qualities of a successful entrepreneurship, entrepreneur v/s professional manager, problems faced by women entrepreneurs.

Unit 2: Entrepreneurship development program: Meaning of entrepreneurship development program - need, objective, relevance and role of EDP. Phases of Entrepreneurship development programs. Problems in conducting EDP, suggestions to make EDP's successful.

Unit 3: Establishing an Enterprise: Meaning of Tiny, Ancillary and Cottage industries. Role of small scale industries in Indian economic development. The start-up process – steps involved in establishing a business enterprise, selection of location, clearance, permits, licensing, registration, legal considerations and basic start-up problems.

Unit 4: Institutional Support to entrepreneurs: Need for institutional support, financial assistance through – National Small Industries Corporation (NSIC), Small Industries Development Organization (SIDO), Small Scale Industries Board (SSIB), State finance corporations (SFC), Small industries development bank of India (SIDBI), Industrial Finance Corporation of India (IFCI) and commercial banks.

Non financial assistance from Small Industries Service Institutes (SISI), , District Industries Centers (DIC). Association of Women Entrepreneurs of Karnataka (AWAKE), Khadi and village industries commission (KVIC).

Unit 5: Industry Review Report: The purpose of this chapter is to inculcate in students a spirit of inquiry and research rigor to investigate the efforts that go into the working of industry at large and specific companies in detail, also to develop analytic skills through a comparative study. Apart from learning teamwork, students would be equipped to gather, filter relevant information and understand the dynamics of the respective industry.

PARAMETERS FOR ANALYSIS OF COMPANIES OF AN INDUSTRY

1. Name of the enterprise & Year of Establishment
2. No. of. Employees and brief profile of employees
3. Profile of CEO/CMD
4. Total Share Capital & Share holding pattern
5. Total Sales Turn Over including foreign sales
6. Board of Directors/Management Profile.
7. Major Competitors
8. Annual Growth rate last 5 years
9. No of Subsidiaries (If applicable)
10. Headquarters
11. Market Share [during last three years]
12. Mergers and Acquisitions, Joint Ventures, collaborations & Strategic Alliances.
13. Diversification and other businesses (If applicable)
14. Nature of business & main business & other businesses.
15. Product profile (Range of Products)
16. No. of Patents/ Trade Marks/ Copy Rights (if any)
17. Market capitalization (in case of public company) in India or abroad
18. Number of awards & Recognitions (if any)
19. Market capitalization (In case of listed public company)
20. Litigations, if any.

Essential Text Books:

Desai, V. (2014). *The Dynamics of Entrepreneurial Development and Management*
David, H. (2013). "Entrepreneurial Development" (5th edition),
Gupta, C.B., & Srinivasan, N.D. (2012) *Entrepreneurship Development*.
Khanka, S.S. (2006). *Entrepreneurship Development*,
Kurakto, D.F. (2007). *Entrepreneurship-Principles and practices* (7th edition).
Lall, M., & Sahai, S. (2006). *Entrepreneurship* (4th edition),
Manimala, M.J. (2007). *Entrepreneurship Theory at Crossroads*,
Robert D Hisrich, Mathew J. Manimala, Michael Peter, Dean A Shepherd. (2013). *For teaching Business Plan you can refer- "Entrepreneurship" (8th edition)*. Tata McGraw Hill

6.2 STATISTICS FOR MANAGEMENT -II

Unit 1-Business forecasting-time series analysis-components-measurement of trend by the method of least squares.

Unit 2-Linear programming-meaning -features-applications-graphical method of finding solution to linear programming problem (two variables only).limitations.

Unit 3-Statistical decision theory-decision making process-decision making under certainty and under uncertainty-mini-max, maxi-min, laplace and hurwicz's criterion-expected opportunity loss criterion.

Unit 4-Probability-Meaning-Uses-Random Experiment-Sample space- Event-Mutually exclusive events-Equally likely events-Independent and Dependent events. Addition and Multiplication theorem.

Unit 5-Theoretical distributions-Binomial, Poisson and Normal distribution. Properties of each distribution and their application

6.3 TAX MANAGEMENT - II

Unit – 1 Depreciation – Meaning – Conditions – Block of Assets – Rates of Depreciation – Problems on computations of depreciation U/S 32.

Unit – 2: Computation of Income from Capital Gains-Capital Gains – Types of Capital Assets – Transfer – Cost of Acquisition – Cost of Improvement – Types of Capital Gains – Exemption for Individual Assessee – Computations.

Unit – 3 : Income from other Sources -Items of Income chargeable – Kinds of Securities – Bond Washing Transaction – Deductions – Computations – Set of Losses and Carry forward and set off of losses – Assessment of Individuals.

Unit 4-Assessment of Companies-Meaning-Types of Companies -Computations of Total Income and Tax Liability (Normal Computation Only)

Unit 5-Tax deducted at Source-Tax Deduction at Source-Advance Payment of Tax -Interest U/S 234C-Assessment Procedure – Kinds of Assessment – E Filing of Returns.

Unit 6-Goods and Service Tax-Short title- Extent and Commencement –Features-Important definitions- Authority agrees – aggregate Turnover – Business Vertical Goods -Capital goods – CGST-SGST-Common portal-Input -Input Service-Input Tax-Input audit-Outward Supply- Output Tax, etc... Advantages and Disadvantages of GST.

Note: Tax management -2 can be replaced when GST Comes in force with full pledged

purpose.

Skill Development

- 1) PAN – Filling of Form No.49A (Other than Individuals)
- 2) Filling of Challan for making payments of taxes.
- 3) Filling of Forms No.16A & 15H.
- 4) Different Kinds of Notice U/S 142, 144 and 148.

6.4 Project Management

Unit 1 - Project– meaning, definition, characteristics, importance, types, steps in identification of projects - features – classification of projects - stages in project cycle – identification, formulation and implementation.

Unit 2- Project management: meaning and scope, Technical appraisal, Environmental appraisal, Managerial appraisal Concepts of project management: concept of a project, categories of projects - tools and techniques for project management. The project manager - roles and responsibilities of project manager.

Unit 3-Appraisal of Projects: Market feasibility, technical feasibility, financial feasibility - different types of appraisal to determine feasibility – feasibility report. Project formulation: formulation stages - bottlenecks - feasibility report - financing arrangements - finalization of project implementation schedule.

Unit 4-Financial Appraisal of a Project: Evaluation Techniques – traditional and modern (theoretical aspects only). Administrative agencies for project approval: Ministry of Finance - Bureau of public enterprises planning commission public investment board. Institutional Finance for Projects: National and state level – IDBI, SIDBI, GIC, LIC, UTI, SFC, IFC – functions and schemes. Organizing human resources and contracting: delegation project manager’s authority - project organization - accountability in project execution - contracts - ‘R’ of contracting - tendering and selection of contractors - team building.

Unit 5 Estimation of Project cost: Preliminary expenses – cost of acquisition of fixed assets, cost on technical knowhow, acquisition of patents and licenses – documentation charges – preparation of project report. Organizing systems and procedures: working of systems - design of systems - project work system’ design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and project diary.

Unit 6-Project implementation stages: project direction- communications in a project - coordination guidelines for effective implementation, reporting in project management - project evaluation and its objectives, types and methods.

6.5. Elective III (HRM/MM/FM/TM)

6.6 Elective IV (HRM/MM/FM/TM)

VSemester BBA (Elective Papers)

Human Resource Management -Elective- Paper-I

Unit 1-Meaning and Definition; Differences between Personnel Management and HRM; objectives; scope; functions; Evolution and Development of HRM- trade union movement era; social responsibility era; Human relations Era; Behavioural Science Era; systems approach era contingency approach era. HRM in India- an overview.

Unit 2-Human Resource Planning: Definition, Man-power Planning vis-à-vis HR planning, objectives of HRP; Need for and Importance of HRP- Human Resource Planning process; Human Resource information system, Barriers to HRP.

Unit 3-Job-analysis and design; Job analysis- job description- job specification, job evaluation- uses of job analysis, process of Job Analysis- methods of data collection, concept of Job Design, factors affecting job design; Techniques of job Analysis-work simplification, job rotation, Job enrichment, Job Enlargement-ways to enrich job.

Unit 4-Recruitment- Meaning and definition; factors affecting recruitment-internal and external-sources of recruitment-internal and external sources- evaluation of internal and external sources; recruitment process; Recruitment practices in India –an overview- Methods of Recruitment-direct, indirect and third party method.

Unit 5- Selection : Meaning and definition, differences between recruitment and Selection, Need for scientific selection, Selection process- preliminary interview, application blanks, Selection tests, Types of tests- ability tests, Aptitude tests, Achievement tests, Intelligence tests, Personality tests- interviews- objectives, Types, Final selection, Induction, meaning objectives, Phases of induction.

Human Resource Management- Elective- Paper-II

1. Unit 1- Introduction to HRM- Concept, evolution and development of HRM, scope of HRM, function of HRM, role of HR executives – changing role of HR in India , emerging trends in HRM-competency mapping, business process outsourcing, right sizing of workforce, flexi time, talent management, employee engagement

Unit 2 -Human Resource Development : Meaning and concept of HRD , training- objectives, methods, difference between training and development , advantages and limitations of training , evaluation of training, performance appraisal – concept, need, methods . Internal mobility and separations- promotion, transfer, demotion, separations. Employee misconduct and disciplinary procedure, grievances and grievances’ redressal procedure.

Unit 3-Training- Introduction, meaning and definition, objectives, Training and Development, Need and Importance, Benefits of training to Individuals and organization, Steps in Systematic training plan, training methods—on the job training- Job instruction training, Coaching, Mentoring, position

rotation, Apprenticeship,- Off the job training- vestibule training, Apprenticeship training, classroom training, internship training, conferences, role playing, computer based training.

Unit 4-Executive development:-Introduction, meaning and definition, objectives, importance, process of executive development, methods of executive development- In basket exercise, management games, case study, interpersonal skills-Role playing, sensitivity training, behavioural training, transactional analysis, Multiple Management, Job Knowledge- on the job experience, coaching, understudy, organizational knowledge, Job rotation, General Knowledge.

Unit5-Career planning and development: introduction, meaning, objectives, career planning vs manpower planning, Individual career planning- factors to be considered – self awareness- elements of career management programme- career Models- Pyramidal model, obsolescence model, Japanese model- benefits to individual and organizations, Steps in career Planning.- success in career –parameters of judging career success.

Human Resource Management- Elective- Paper- III

Unit .1-Wage and salary Administration--introduction, meaning, objectives, principles, factors influencing wage and salary administration, wage and salary determination process, theories of wages, methods of wage payments, wage policy in India, concept of wages – minimum wage, fair wage, Living wage, Wage Differentials, significance of wage differentials.

Unit 2- Incentive plans, Introduction, meaning, characteristics, benefits of incentive plans, Limitations, Essentials of a good incentive plan, types of wage incentive plans- Halsey plan- merits and demerits, Rowan Plan-merits and demerits, Emerson plan, Taylor's differential piece rate system, Gant's Task and Bonus Plan, types of Group incentive plans- priest man's plan, Scalon plan, Co-partnership plan, Profit sharing- meaning, merits and demerits. Fringe benefits- Definition, objectives.

Unit 3- Performance appraisal- meaning, definition, objectives, features, benefits, limitations, performance appraisal process- Methods of performance appraisal- traditional methods- confidential report, graphic sales method, straight ranking method, Paired comparisons method, grading system, Forced distribution method, check list method-critical incident method, free essay method, Group appraisals, Field Interview method.

Unit 4- Performance appraisal methods- modern methods- Assessment centre, Human resource accounting, Behaviourally anchored rating scales. Management by objectives, 360 degree performance appraisal, computerized and web based performance appraisal, suggestions to improve performance appraisals, essentials of an effective appraisal system

UNIT 5-Motivation- meaning and Definition, types of motivation, importance of motivation, financial motivators, Non-financial Motivators, Theories of Motivation- Maslow's Need Hierarchy method, Herzberg's Theory, McGregor's theory X and Theory Y, theory Z, Alderfer's ERG Theory,Vroom's Expectancy theory.

Human Resource Management- Elective Paper- IV

Unit 1- Employee Empowerment-Meaning, Conditions Necessary for Empowerment, Forms of Empowerment-Quality circles, features, Developing quality circles in organizations, problems of Quality circles-Empowered Teams, Workers' Participation in Management-, Definition and Objectives, Forms of Workers' Participation, Evaluation of WPM Scheme.

Unit 2- Employee Health and Safety- Meaning of Health, Importance, occupational Hazards and Diseases,-Types- protection Against hazards- preventive measures, Curative Measures, Accidents-types and Causes, Social Security, Meaning, objectives, Scope, Need for social security Types, Types of social Security

Unit 3- Industrial relations- concept, objective, , Approach Industrial Relations,- causes of Poor Industrial Relations, Steps for Good Industrial Relations, Trade Union- Meaning, Reasons for joining trade unions, problems of Trade Union and Measures to strengthen trade Union movement in India.

Unit 4-Industrial Disputes- Definition, forms of Industrial disputes- primary strikes, secondary strikes, Lock-outs, Gherao, Picketing and Boycott- Causes of Disputes-Settlement of Industrial disputes- Conciliation, Arbitration, Labour court, Industrial Tribunal, National tribunal.

Unit 5-Strategic HRM- HRM effectiveness and business success- Michael Porter's theory of competitive strategy- types of strategies-corporate strategies- competitive strategies, functional strategies-strategic management process, Approaches to SHRM- Resource based Approach, Strategic Fit, Universalistic Approach, Configurational Approach, Contingency Approach.

Books for reference:

1. Human Resource Management- V S P Rao
2. Human Resource Management K Ashwathappa
3. Human Resource Management -L M Prasad
4. Human Resource Management Shashi K. Gupta & Rosy Joshi
5. Human Resource Management Varshney, SL Guptha

Financial Management - Elective Paper I

Unit 1- Introduction to Financial Management: Nature, Scope, and objectives of Financial Management- Profit Maximization and Wealth Maximization, EVA- Risk and Return, Financial Engineering, Time value of Money.

Unit-2- –Financing Decisions: Sources of long-term financing, Concept of Leverage- Operating Leverage, Financial Leverage, Combined Leverage, Computation of Cost of Capital- Cost of Debt, Cost of Preference Capital, Cost of Equity, Cost of Equity under CAPM, Cost of Retained Earnings, - Weighted Cost of Capital.

Unit 3 -Capital Structure Theories- EBIT- EPS analysis, Financial Break-even point, Theories of Capital Structure-Net Income approach, Net operating Income theory, Traditional Approach, MM Hypothesis .

Unit 4- Capital budgeting Decisions- Meaning, Features, Significance, Problems of Capital budgeting- Techniques of Capital budgeting- Traditional Methods, ARR, Pay-back period- Discounted Cash flow techniques- NPV, IRR, Profitability Index.

Unit 5-Dividend Decisions- Concept and Significance, Factors influencing Dividend decision, Relevance of Dividend Policy-Walter's Model, Gordon's Model- Irrelevance of Dividend Policy- Residual theory, MM theory.

Books for reference:

1. Financial Management M Y Khan and P K Jain
2. Financial Management I M Pandey
3. Financial Management Prasanna Chandra
4. Financial Management Rustagi R P

Elective Paper II- Working Capital Management

Unit 1-Working Capital Planning and Management; nature and types of Working Capital, Operating and Cash cycles, Factors influencing working capital, Types of working Capital- Permanent and temporary working capital, Approaches to Financing of Current assets- Working Capital Estimation.

Unit 2-Management of Cash-Introduction, motives for holding cash, Objectives of Cash Management, Cash budget, Optimum cash balance; Baumol's Model, Miller-orr model, Management of Marketable securities.

Unit 3- Receivables Management-Introduction- Cost and Benefits of receivables, Credit Policy, Credit evaluation, Evaluation of Credit Policies.

Unit 4-Inventory Management- types of inventories, Motives for holding inventory, Techniques of inventory management- ABC analysis, E O Q, Levels of stock, JIT.

Unit 5-Financing of Working Capital- Sources- Trade credit- Open account, Bills payable, Accrued expenses, Commercial Papers- Bank Credit for working capital- Types of bank credit- Overdraft, Cash credit, Bills purchased and Discounting, Letter of credit, Working capital term loan- Security for bank credit-Hypothecation, Pledge, Mortgage, Lien.

Books for reference:

1. Financial Management M Y Khan and P K Jain
2. Financial Management I M Pandey
3. Financial Management Prasanna Chandra
4. Financial Management Rustagi R P

Elective Paper III- Financial Services

Unit 1- Financial services- Meaning-Features, Importance, Contribution of financial services in promoting industry and service sector- financial assets- types- financial markets-unorganized and organized- money market and capital market.

Unit 2- Merchant Banking- Meaning, Origin, and growth of merchant banking in India, Scope of merchant banking services- Merchant bankers and management of public issues- merchant banking practices in India, Weaknesses in the functioning of merchant bankers in India

Unit 3- Mutual Funds: Meaning, Evolution of mutual funds, types of mutual funds, differences between mutual funds and hedge funds-periodic plans for investors- Systematic investment Plan(SIP),Systematic Transfer Plan(STP),Systematic withdrawal plan(SWP),Mutual fund Myths.

Unit 4- Lease financing: Meaning-types of leasing- Finance lease- direct lease, leveraged lease,sale and lease back- operating lease- factors influencing lease, Treatment of lease transactions –lease v/s buy- Evaluation of Lease-buy decision-Lease financing critical evaluation – problems on lease financing.

Unit 5- Factoring- Introduction- need for factoring-types- factoring mechanism- securitization of debt- concept and mechanism.

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| 1. Financial Services- | MY Khan |
| 2. Financial Management- | Dr R P Rustagi |
| 3. Financial service in India- | Rajesh Kothari |

4. Financial services – Shashi K Gupta & Nisha Agarwal

5. Financial Services and Markets- Punithavathi Pandian

Elective Paper IV - Investment Analysis and Portfolio Management

Unit 1- Investment- Meaning, Alternatives, financial Markets, Portfolio Management Process- Approaches to Investment Decision making, Common errors in investment management- qualities for successful investing.

Unit 2-Investment Instruments-Capital Market instruments -shares, debentures, bonds, mutual funds- Money market instruments-Call Money, Treasury bills, Certificate of deposit, Commercial paper, Inter-corporate deposits- derivative instruments-futures, forwards, options and swaps.

Unit 3- Analysis of investments- fundamental analysis- Industry analysis-Equity analysis-problems on equity valuation, technical analysis-price chart- Dow theory, efficient market hypothesis-Elliot theory.

Unit 4-Risk and Return- meaning-current return and capital return-Risk- Sources of risk- interest rate risk, market risk, business risk, Measuring total return- average return- measuring risk-variance and standard deviation- Expected rate of return and risk.

Unit 5- Portfolio theory- diversification and portfolio risk- Portfolio Return and Risk-Measurement of co-variance, Co-efficient of correlation, calculation of Portfolio risk with two and three securities- Markowitz model.

1. Investment analysis and Portfolio Management- Prasanna Chandra
2. Security Analysis and Portfolio Management-Investment management-Puneethavathi Pandian,
- 3.Security analysis and portfolio management-Sasidharan
4. Security analysis and Portfolio Management- Avadhani V A

V Semester BBA

Banking and Insurance

Elective Paper I - Indian Banking System

Unit 1:Role and Function of banks; Definition of Banking, Services of banks, structure of commercial banks in India, public sector banks, New private sector banks, Local Area banks, status of scheduled banks, the changing face of commercial banks, Reserve bank of India-constitution and management, functions Relationship between RBI and commercial banks.

Unit 2: Role and functions of Capital markets- classification of financial markets, Regulatory role of SEBI, Mutual funds- benefits of mutual funds- t types of schemes, Role of Insurance companies- IRDA-FUNCTIONS OF IRDA- BANCASSURANCE- meaning- Factoring companies-meaning- benefits-export factoring-forfaiting- Securitisation—meaning- advantages and disadvantages.

Unit 3; Banker and customer- Definition of Customer, General Relationship between customer and banker, obligations of a banker-obligation to honour the cheques- Garnishee order-meaning-application to different accounts-Banker's Rights-Right of general lien,-exceptions to the right of general lien,Right of set-off, Right of appropriation,Right to charge interest, period of limitation.

Unit 4:Types of bank accounts- Types of deposit accounts- Fixed deposit-rate of interest on FD accounts, -opening and operation of fixed deposit account, payment of interest,renewal, change of name, loss of FD receipt, Savings bank Account- Minimum balance, Recurring Deposit, current

accounts,- opening of current and savings account- proper introduction, KYC guidelines, closing of a bank account.

Unit 5: Special types of customers- Minor- Married woman, pardanashin woman, illiterate persons, Lunatics, trustees, executors and administrators, customer's attorney, joint accounts, Partnership firm, precautions for opening account in the name of partner, borrowing power of a partner- Joint stock companies- examination of documents, copy of board's resolution, Borrowing powers of company-Clubs, Societies, and charitable institutions.

Books for Reference:

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|--------------------------------------|---|
| 1.Principles of banking | P N Varshney S L Gupta, T D Malhotra |
| 2.Principles and Practice of Banking | Indian Institute of Banking and Finance |
| 3.Principles of banking | Moorad Choudhary |

Banking and Insurance

Elective paper II

Banking Information Technology

Unit 1-bank mechanization- branch computerization- meaning, benefits, online systems with mini computer networking and with main frame computers, time sharing, duplication of data bases at various levels. Electronic payment system- ATM- advantages, disadvantages, safety measures in installing ATMs, electronic clearing service, credit clearing, process, benefits of the scheme, limitations of the scheme, debit clearing, process. Corporate and personalized banking, tele-banking.

Unit 2 -Electronic fund transfer system: transfer of funds- benefits of fund transfer system- society for worldwide internet bank financial tele-communications-SWIFT- facilities of SWIFT, bank net, Rbinet, special features of RBINE, two level funds transfer, fedwire, bankwire, point of sale, chip card.

Unit 3-Document handling system- magnetic ink character recognition(MICR)-features of MICR cheques, size quality of paper, MICR equipment, benefits of MICR technology, MICR based national clearing system. Code allotment under MICR, city codes, city codes, micro-filming, benefits of microfilming, microfiche, optical disk in documents handling, Documents transmission systems.

Unit 4- banking technology- electronic clearing service, objectives of ECS, procedure, cyber trading, mechanism, benefits- RTGS system, multimedia, application area of multimedia, voice mail, electronic mail, multimedia based FAX, digital signatures, Cyber crime and cyber laws, penalty for damage to computer and computer system, hacking with computer system.

Unit 5- Security considerations-computer security, power failure, accidental damage, human errors, malicious damage, measures to check damage to computers, security measures for computers, audit trails, computer audit system, computer virus- classification of viruses, types of viruses, safety from viruses, treatment of infection from virus.

Banking and insurance

ELECTIVE PAPER III

Principles of Insurance

Unit 1- Risk management- importance- concept of risk, meaning of business risk, nature of business risk, causes of business risk, types of business risk, methods of handling risk, enterprise risk management

Unit 2- Introduction to insurance-characteristics, purpose, need, benefits of insurance, functions of insurance, importance of insurance, principles of insurance, nature of insurance contract, types of insurance contract, fundamentals of insurability, insurance vs wagering, assurance vs insurance gambling vs insurance

Unit 3- life insurance-meaning, features, advantages, types of life insurance plans-Term policies . Endowment Policies .Money back policies . with or without profit policies . Pension schemes Their features and purposes.

Unit 4-Insurance Business : Structure and operation. Life Insurance Corporation . LIC Act of 1956 . LIC of India . Structure and performance . LIC as a non-banking financial Intermediary.

Unit 5- Life Insurance Agency . Rules of agency . Types of agency . Qualities of Insurance salesman, Commission and benefits to agents.

Banking

VI Semester BBA

Banking and Insurance

ELECTIVE PAPER IV

General Insurance

Unit 1: Introduction : History of general Insurance business in India . Scope and functions of general Insurance, GIC Act of 1972 , GIC of India and its subsidiaries.

Unit 2: Classification of General Insurance . Cover note . Reinsurance . contribution .
Calculation of contribution.

Unit 3: Fire Insurance; Meaning and Scope . Types of policies . Perils covered . Special perils and special policies . Excluded perils, property and losses fire policy rating and tariff declaration and floating policy . Problems.

Unit 4 : Marine Insurance : Meaning and Scope of marine insurance, fundamental principles of marine insurance, types of marine insurance losses, Types of marine insurance policies.

Unit 5 : health insurance- importance of health - concept of health - determinants of health - levels of healthcare - legal provisions - healthcare – stakeholders in India - – health insurance products: classification of health insurance products - health insurance products - fixed benefit insurance plans - clauses in health policies.

BOOKS FOR REFERENCE:

- 1.Elements of banking and insurance- Jyothsna Sethi and Nishwan Bhatia PHI learning pvt ltd
- 2.Insurance theory and practice -Tripathy N P
3. Insurance Institute of India - Hand book on General Insurance

4. Insurance- principles and practice M.N. Mishra and S B Mishra

4.Elements of Insurance Dr A Murthy

V Semester BBA-

Elective Paper1

Principles of Marketing (MM-1)

Unit 1- Marketing concepts, Marketing Mix, -Product, Price, Place and Promotion, Social Marketing.

Unit 2- Product Strategy- Product Planning and Product development of New Product, Product Life cycle, Product Line and Mix, Product modification and elimination, Branding and Packing decisions.

Unit 3- Consumer Behaviour and the impact of behavioural science on Marketing creations, Factors influencing the consumer Behaviour.

Unit 4- Pricing Policies and strategies, types of pricing, factors affecting pricing decisions Promotion, types of sales Promotion, Channels of distribution.

Unit 5- Social responsibility of Marketing, Marketing Ethics, Consumerism, Environmentalism.

V semester BBA

Elective Paper II:

Rural Marketing and Consumer Behavior

Unit 1- Rural marketing: introduction, scope, evolution, classification of rural markets, rural vs. Urban markets, need for rural marketing, types of rural customers, factors affecting rural consumer behaviour.

Unit 2- Product branding and promotion in rural market: rural product categories – FMCGs – consumer durables-agriculture goods, services, branding in rural india: fake brands, look-alikes, spell-alikes, duplicates, product promotion through melas, haats, interactive games, folk media, puppet shows.

Unit 3-consumer behaviour: nature, scope, importance of consumer behaviour in marketing decisions, characteristics of consumer behaviour, models of consumer behaviour.

Unit 4-Consumer reference groups and group dynamics: different types of reference groups, reference group influence on products & brands; determinants of social class, characteristics of social class; influence of culture on consumer behaviour, introduction to sub-cultural & cross-cultural influences; opinion leadership process.

Unit 5-Consumer decision making process: problem recognition, pre-purchase search influences, information evaluation, purchase decision (compensatory decision rule, conjunctive decision, rule, lexicographic rule, affect referral, disjunctive rule), post-purchase evaluation; situational influences.

VI Semester BBA-Elective Paper 3

ELECTIVE III: MM III

ADVERTISING

Unit-1:-Advertising: Meaning, Definition, Objectives, Scope, Growth of Modern Advertising, Types of Advertising, Publicity v/s Advertising, AIDA.

Unit-2:- Advertising aids and Media: Trademark, Labelling and Package, Point of Purchase (POP), Display and below the line promotion, Advertising media, Types, Media Planning and Scheduling.

Unit-3:- Art and Layout of an Advertising: Elements of Advertisement copy, visualisation, Types, Essentials of good advertisement copy, Layout- Balancing in layout, Technical aspect of layout Illustrations, advertisability of a product and Slogan.

Unit-4:- Advertising Agency and Budget: Factors influencing the choice of an Advertising agency – Types of agencies- Advertising Budget- Approaches to Advertising Budget.

Unit-5:- Ethical and Legal Framework:Advertising ethics, Social responsibility and self regulation, Need for advertising laws, Types of advertising laws in India,Advertising Standards Council of India, Laws relating to advertising and article 19(1) & 2 of constitution, sections relating to advertising in IPO Code 1868 and Indian Contract Act 1872.

Books for References:

1. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
2. Aren & Bovee: Contemporary Advertising, Tata McGraw Hill.
3. Chunawala: Theory and Practice of Advertising Management .
4. Dawar S. R: Salesmanship and Advertisement.
5. Keval J. Kumar, Mass Communication in India, Jaico Publishing House; 2004.
6. P. K. Agarwal: Advertising Management.
7. Rathore: Advertising Management.
8. Rayude, C.S. and Rao, S.B. Nageswara - Mass Media Laws and Regulations (Himalaya Publishing House, Mumbai-400004), 3rd Ed. 2005.
9. Rayudu, C.S : Media & Communication Management, Himalaya Publishing House, New Delhi.
10. Russel, Thomas & Verill, Glenn-Otto kleppners, Advertising Procedure; Prentice Hall.
11. Sandage, Fryburger : Advertising Theory & Practice, Ratroll Longman Group.
12. Wells, Moriarity & Burnett : Advertising Principles & practices , Prentice Hall.

VI Semester BBA-Elective Paper 4

Retail and Supply Chain Management

Unit 1-Introduction to Retailing: Definition, Characteristics, Evolution of Retailing in India, Emerging Trends in Retailing, Factors Behind the change of Indian Retail Industry, Retail Formats.

Unit 2-Store Planning: Design & Layout, Location Planning and its importance, retailing image mix, Effective Retail Space Management, Floor Space Management.

Unit 3-Retail Operation: Elements/Components of Retail Store Operation, Store Administration, Store Manager –Responsibilities, Inventory Management, Management of Receipts, Management of Retail Outlet/Store, Store Maintenance, Store Security.

Unit 4-Customer Relation Management(CRM): Introduction, Benefits of RM, Principles, Strategies, Components, Customer Service in retailing.

Unit 5- Supply Chain Management: Concepts and importance of a Supply Chain (SC), Key issues of Supply Chain Management, SC strategies, Push-based, Pull-based and Push-Pull based supply chain, Demand Forecasting in a Supply Chain, Managing inventory in SC environment: Transportation in SC environment.

Tourism Management- Elective Paper 1

Fundamentals of Tourism

UNIT 1-Introduction to Travel and Tourism: Tourism : Meaning, Definition, Nature, Scope, Types: Leisure/ Holiday Tourism, Cultural Tourism, Adventure Tourism, Sports Tourism, Religious Tourism, Business Tourism, Health Tourism. Tourist, Traveller, Visitor, Tourist Visitor and Excursionist: Meaning, Definition and Differentiation.

UNIT 2-History & Growth of Tourism: Developments in History of Tourism – Tourism in India: Post Independence Tourism and Modern Tourism – Tourism Industry – Recent Trends in Indian Tourism industry - Concept of Paid Holiday

UNIT 3-Infrastructure in Tourism-Tourism infrastructure: Types, Forms and Significance-Accommodation: Forms and Types -Attractions, Telecommunications, Transport Sector, Modes and Relative Significance- Essential and Other Support Services -Hotel Industry- Major Hotel Chains

UNIT 4-Tourism Demand and Supply- Concept of demand and supply in Tourism – Unique features of Tourist Demand – Factors affecting tourism supply – Creation of ideal destination for tourism: Significance and Constraints in creation of destination- Trends in tourist statistics with respect to Karnataka and India

UNIT 5-Impact Of Tourism-Economic impact- social impact – cultural impact – Environmental impact – Ecological impact – Negative impact of tourism – Impact of tourism in India: Positive and Negative

Tourism Management

Paper 2: Tourism Planning and Organisation

UNIT 1: Planning : Its significance in Tourism – Planning approaches for different forms of Tourism: Eco tourism, Urban Tourism, Rural Tourism – Planning for Development of a tourist destination – Impact of unplanned tourism development on a tourist destination

UNIT 2: Travel organization: Organisation and Functions of UNWTO, TAAI, IATA and PATA . Govt organizations in India – ITDC – Dept of Tourism – With special reference to Karnataka - Computerized Reservation System - Introduction to Computerized Reservation System - change over from Manual booking to CRS - difference between CRS & GDS –

UNIT 3: Understanding Travel Agency : Travel Agency and Tour Operation Business: Definition, types, forms of organizations. Genesis and Growth of travel agency– Functions of a Travel Agency : Travel information, Documentation, Tour Counselling, Ticketing, Reservation and Itinerary, Immigration related Services

UNIT 4: Tour Operation business: Definition and Differentiation, Types and Forms of Organisations – Evolution of Tour operation business – Functions of Tour Operators, Sources of Income of Travel Agency and Tour Operator - Tour Packaging : Definition, Types and Designing a tour Package - Tourist Guide : Duties and Responsibilities - Tour guiding - Tour escort - Tour managers - Tour guides - Skills and Qualities of guides - Certification of guides - How to manage tourists – Tour analysis - Pre tour and Post tour analysis – Tourist retention programs.

UNIT 5: Approval, Travel Formalities: Procedure for setting up of Travel Agency and Tour Operating Enterprises: Their Role in Development of Tourism Industry - Approval from Dept of Tourism – International Air Transport Association . Travel Formalities : Passport, Visa, Health Regulation along with Travel Documents required for visiting NE region of India : Restricted Area Permit and Inner Line Permit

TOURISM MANAGEMENT

Elective paper-3

TOURISM MANAGEMENT

Unit 1-MANAGING TOURISM- Meaning of Tourism Management – Importance – Managing of Services in tourism -Customer Relationship Management in Tourism –Meaning and importance - Front Office and Other Departments - Front Office organization structure - Functions - Baggage handling upon arrivals & checkouts - Mails and Message Handling - luggage handling and arrival records - Methods of Communication - Importance – Methods - Managing risk involved in tourism management - Sustainable Tourism Management.

Unit 2-Introduction to Hospitality industry- Types of Accommodation – Hotels - Commercial & Non commercial hotels - Various departments in hotels: House Keeping Department - Engineering Department - HRD Department - Accounts Department . Hotel classification - supplementary accommodation - sector- Resorts - Guest House - Caravans, Lodges - Inns - Youth Hostels –Home stays - Serviced villas. Safety and Precautions - Importance - Fire Precautions - The accident book - Security & Safety Instruction.

Unit 3- Tourism Organisations: Inter -Governmental, National and International:Inter governmental organizations and tourism industry – coordination of the tourism industry with government departments : Tourism, Civil Aviation, Transport, Forest, Archaeology, Culture, Museum and Health – Role of State Tourism Development Corporation in the development of tourism in Karnataka – National Tourism organizations : NTD, IRDC, FHRAI, TAAI and their Role.

Unit 4 -Destination Management-Tourist Destination, Management of the Destination: Measuring the infrastructure, Environmental Quality preservation of attractions through tourism – Future of the destination : increasing competitiveness for globalization and satisfying the tourist needs

Unit 5- Management of Natural Resources of India: Need for managing natural resources and their significance; National Parks and Wildlife sanctuaries , Bird Sanctuaries, Tiger and Crocodile Project sites of India – Major Hill stations, Islands, River & River Islands of India, Important Sea Beaches of India – Mumbai,Puri, Goa, Chennai, Trivandrum and Kerala. Adventure Sports: Existing trends and places of importance for Land based, Water based, and aero based adventure sports of India -

Elective Paper 4

TOURISM MARKETING

Unit 1-Introduction to Tourism Marketing- Tourism Marketing: Nature, Process and Growth. Services andtheir Marketing, Tourism Marketing and Development: Socially Responsible Marketing, Social Marketing, Participants in Socially Responsible Marketing and their Roles. Government Bodies- National Tourism-offices,State tourism offices and Local Bodies, Private Organizations, Non-Governmental Organizations in Tourism.

Unit 2-Challenges of Tourism Marketing- Nature and Characteristics of Tourism Offers: Tangibility andIntangibility, Non-perishability and Perishability, Homogeneity and Heterogeneity, Separability

and Inseparability, Ownership and Non-ownership. Issues and Challenges in Tourism Marketing, Marketing strategies to overcome limitations of Tourism

Unit 3-Tourism Marketing Environment- Concept of Marketing Mix, Developing Marketing Mix, Tourism Markets, Types of Tourism Markets, Tourist behavior, Tourist Buying Process, Factors Influencing Tourists' Buying Process, Tourism Product and Distribution- Concept of Tourism Product, Tourism as a packaged Product, Destination as a Product, Managing Products, New Product Development, Product Life Cycle.

Unit 4-Tourism Pricing and Promotion- Concept, Importance and Process of Pricing, Factors influencing Tourism Pricing, Methods of Price Fixation, Pricing Strategies, Price Fixation. Tourism Promotion and Communication: Objectives of Promotion, Promotion Mix, Factors affecting Promotion Mix, Components of Promotion Mix, Important Promotional Tools in Tourism- Brochures, Events, Movies and Cinema.

Unit 5- Catalyst of Tourism Development in India- Tourism promotional festivals of India, Museum and art galleries of India, Tourist Trains in India, Important tourism Circuits, Important hotel chains in India .