

**(Sub:01) AGRI-FINANCE, MICRO FINANCE & RURAL CREDIT**  
**(1.0 Credit)**

**Session Plan**

- Session 1** : Rural Economy
- Agriculture in India
  - New Trends in Indian Agriculture
- Session 2:** Agribusiness: Scope & Challenges
- Session 3:** Rural Development: Concept, definitions, models and perspective  
Rural Production & Livelihood Systems:
- Concept, Definitions & Framework
  - Rural Production
  - Non-Farm
  - Natural Resources
  - Community Resources
- Session 4:** Agri-finance: Concept & Practice
- Financial Issues in Agribusiness
- Session 5:** Entrepreneurship Management in Agribusiness
- Session 6:** Supply chain Management in Agriculture
- International Trade in Agribusiness
  - Agricultural Marketing India, Defects in present system of agri Marketing Case Studies
- Session 7:** Rural Credit: Concept & Status
- Financial Structure for Rural Finance  
(RBI, NABARD, Commercial Banks, RRBs, Cooperative Banks)
  - Functions & Policies of RBI in Rural Banking
  - Lead Bank Scheme
  - Regulation of Rural Financial Services
- Session 8 & 9:** Financing Agricultural & Rural Projects
- Identification of projects, Formulation of Projects
  - Appraisal: Economic, Technical, Marketing, Management, Monitoring & Evaluation of Crop, Livestock, Poultry, Fisheries based rural projects both for domestic & export market.
  - Working capital & term loan management
- Session 10:** Risk Management in Agri & Rural Project Finance
- Instruments of Risk Management: Conventional, Market Led., Government initiatives
- Session 11:** Microfinance in India: An Overview, demand and supply of micro credit
- SHGs banks Linkage Programme
  - Microfinance through MFIs

- Session 12:** Latest trends and flow of rural credit from commercial banks, cooperative banks and RRBs, Gap in demand and supply/outreach of credit to poor and disadvantaged groups.
- Inclusive Growth and Financial Inclusion, Status and reasons for low access of credit to the poor, Poverty reduction programmes and various measures taken for increased financial inclusion, need for Microfinance, including Savings, Remittances and Micro insurance
- Session 13 & 14:** Process of SHGs formation, rating and their linkage with banks/MFIs, Role played by various agencies; SHPIs/NGOs, animators, Banks, NABARD, RBI, Government, Latest progress, issues and prospects.
- Session 15 & 16:** JLGs model followed by Indian MFIs, Process and procedures followed, progress, prospects and issues. Brief on various well known models/approaches, Grameen Bank, SEWA, BASIX, MYRADA/Sanghamitra, SKS Finance.
- Session 17 & 18:** Comparative analysis of three approaches, SHGs, JLGs and Individual financing, their strengths and weaknesses
- Session 19:** Essentials of Micro Enterprise Development with Microfinance
- Session 20 & 21:** Apex institutions involved in Micro finance sector, like NABARD, SIDBI-SFMC, RMK, FWWB, Sa-dhan, Access Development and role played by them.
- Session 22:** Social Aspects of Microfinance
- Microfinance Minimal approach and Microfinance Plus approach
  - Microfinance and Social and Economic Security and Empowerment
  - Microfinance & livelihoods
  - Microfinance and People's Organisations
  - Impact Assessment of Microfinance
- Session 23:** MFIs - Financial Management
- Financial Management for Microfinance Organisation
  - Sources and uses of funds, Cost of Funds and operating cost
  - Balance sheet, P&L A/C, Revenue and expenses
  - Sustainability of MFIs, Interest rates (Flat and Reducing Balance method)
  - Break even analysis, Risk assessment and Risk Management
- Session 24 & 25:** Preparation and presentation of Case Studies  
On SHGs- banks linkage model  
On MFIs; For profit MFIs and Not for Profit MFIs
- Session 26:** Role ICT in microfinance and financial inclusion
- Session 27-28:** Field visits Reports Presentation
- Session 29:** Emerging Issues, Challenges and Prospects
- Session 30:** Summing Up and Feedback

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## (Sub: 2) Agricultural Risk Management & Insurance

(1.0 Credit)

### Session Plan

- Session 1:** Introduction to Indian Agriculture
- Session 2:** Rural Insurance Business
- Session 3:** Livestock. Cattle Walth in Indian Rural Economy Types of Cattle & Buffaloes
- Session 4:** Types of Cattle and Buffaloes
- Session 5:** Cattle Insurance in India
- Session 6:** Poultry Insurance in India
- Session 7:** Insurance Bask Fundamentals-CI
- Session 8:** Risk in Agriculture
- Session 9:** History of Crop Insurance
- Session 10:** Crop Insurance Design Consideration
- Session 11:** Crop Insurance – Yield Index Based – UW & Claims
- Session 12:** Traditional Crop Insurance- UW and Claims
- Session 13:** Horticulture and Floriculture/ Sericulture / Fishery Insurance
- Session 14:** Crop Insurance in other Countries
- Session 15:** Pradhan Mantri Fasal Bima Yojana
- Session 16:** Pradhan Mantri Fasal Bima Yogana – Implementation Process
- Session 17:** Production risk perils and their manifestations
- Session 18:** GE surveys and CCE methodology
- Session 19 to 24:**Field visits – KVK Baramati
- Session 25:** PMFY special perils
- Session 26:** Weather based crop Insurance
- Session 27:** Crop loss assessment – Principle and Objective
- Session 28:** Crop Loss Assessment – Use of Modern Technologies

**Session 29:** Agriculture Equipment's & Tractor Insurance / Pump set Insurance

**Session 30:** Micro Insurance in India – Social Insurance / State Schemes

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### (Sub:3) Banking and Insurance (1.0 Credit)

#### Session Plan

#### 1. RISK MANAGEMENT-I

##### 1. Overview of Insurance Industry :

(Including, socio-economic & legal political factors impacting the insurance business in India & the World.) Purpose & need of insurance & the role of the sector in development of economy Legal environment an overview Insurance Act, 1938, LIC Act 1956, General Insurance Business (Nationalisation) Act 1972.

##### 2. Economic Environment :

National economy, globalisation & liberalization of Indian economy Agricultural sector, Industrial sector, Small Scale sector, role of insurance in international economy, monopoly, competition, Demographic factors, GATT Objectives, Most Favored Nation Clause, Tariff Negotiations, WTO, Kennedy Round, Private sector, Joint sector, Chambers of Commerce.

##### 3. Commercial Environment :

Wholesale, Retail, Domestic, foreign trade, Imports Exports, documents used, export promotion council, export pricing, forms of business organizations, types of companies, memorandum & articles of association, Types of capital, Co-operatives, warehousing, various modes of transportation.

##### 4. Financial Environment :

Role of financial institutions, Insurance Cost Banking Finance Companies, Financial Market Structure, Mutual Funds, Non Banking Finance Companies, Housing Finance, Objectives of Bank Nationalisation, Profitability & Performance, Leasing, Hire Purchase, Financing Investments, Basic Accounting Systems Financial Accounts Preparation, Trial Balance, Revenue Account, Profit & Loss, Balance Sheet Bank Reconciliation Statement, Audit & Inspection.

##### 5. Risk Management :

Distinction between Hazard & Risk, Principles of Risk Management, Risk Identification, Risk evaluation Event Tree, fault tree, success tree, etc., Subjective & Objective Probability Techniques, Simulation techniques, Artificial Intelligence, Risk Calculations, Confidence Limits, Treatment of risk (Development of programs) Risk aversion, Risk Transfer, Risk reducing, Time & Financial Consideration, Decision Analysis, Design based on performance.

Hazon & Hazop Studies, Explosion Protection Hazard analysis of Flammable liquids & gasses, Flammable gas & dust explosive, Flammable warehouse & industrial process, Engg. Analysis; Fire & Explosion. Protection selection, Explosions, Explosion protection, Electrical Equipment, Reliability & probability, Reliability calculations Simple events, complex events, Reliability calculations for series & parallel combinations, Hazard operability studies.

## **2. RISK MANAGEMENT – II**

### **Risk identification**

**Risk evaluation** – statistical & probability concepts – decision making

### **Risk Financing and Retention**

### **Risk Transfer mechanism and Insurance**

**Avoidance, reduction & loss control** – Factories Act – 1948, Role of Insurance Surveyors in loss prevention – Mutual Aid Schemes

**Insurance** : Benefits and Limitations – Partial Insurances – Captive Insurance Companies.

### Risk and Uncertainty

I) Subjective risk and attitude to risk, Insurable risk Vs uninsurable risk, Classification of risks – the cost risk, handling risk etc.

II) Scope and objective of risk management in corporate bodies, Nationalised industries, Private industries, Local Government, Public utilities.

III) Techniques of Risk Management

Risk Management Policies, Risk Management and Functional Management, Statistical Methods and probability concepts, decision taking under conditions of risk and uncertainty, The factories Act 1948, Risk Financing, Risk Profession and Risk Transfer, Role of Insurance surveyors in loss prevention, Mutual aid scheme.

IV) Insurance

V) Benefits and Limitations, Partial Insurance, Captive Insurance Companies

### **INSURANCE FUNDAMENTALS:**

**The Nature of Insurance** : Averages, Law of large numbers, development of insurance – primary , secondary & associated functions of insurance

**The Nature of Risk** : Concept, forms & classifications dimensions & analyzing risks, appraisal, selection and underwriting – Insurance a risk transfer mechanism, Introduction to Actuarial Science.

Concept of risk, Characteristics of Insurable Risk, Risk Management Techniques, General Insurance and Life Insurance, Concept and Principles of Premium Rating, Tariff, Market Agreement, Functions of Insurance, Nature of Insurance Contracts, History of Development of Insurance in UK, USA and India, Basic Principles of Insurance, Insurable Interest, utmost good faith, indemnify, subrogation, contribution, proximate cause, Underwriting meaning and process Reinsurance, Methods of Reinsurance, Reinsurance under-writing, processing and settlement of claims. The structure of insurance Market in India, Insurance Forms, Proposal,

Cover notes, Certificates, Policies, Endorsement, Renewal Receipts, Co- Insurance, Scope of Fire Marine, Accident Insurance, Scope of Aviation, Engineering & Agri- Insurance, Rating Practice, Tariff and Market Agreements, Physical and Moral Hazard, New Business and Renewal Procedure, Methods of Premium Calculations, Short period scales return

of premium, advance payment of premium, settlement of claims and recovery procedure, Accounting, Statistical returns. (Relevant portions of the acts relating to insurance only)

### **Legal Aspects of Insurance**

Definition and sources of Law-Common Law: administration of justice in India – powers of Supreme Courts and other Courts, Tribunals and Lok adalats GI Business Nationalization Act 1972; IRDA Bill 1999 – requirements would include inter alia specifications by the Regulations Authority with regard to solvency margin, New Product Data & Pricing, Licensing Stipulation, Statutory Returns, Intermediary regulations etc.

### **Insurance related Statutes**

LIC Act 1956

Insurance Act 1937

Customer Protection Act 1986.

Agency Contract ; Public Liability Act

India Post Office Act-1898: India Stamp Act-1899

Exchange Control Regulations Issued by RBI

MRTTP. FEMA,

Arbitration Act

Public Liability Insurance Act 1991

Workmen's Compensation Act 1923

Fatal Accident Act: ESIS-1948

Indian Railways Act-1890

Bill of Lading Act-1855

Motor Vehicles Act -1939

Motor Vehicles Act -1988-94

Carriers Act-1865

Maritime Law

Indian Ports [ Major Ports] Act 1963

Carriage of Goods by Sea Act 1925

Merchant Shipping Act 1958

Marine Insurance Act 1963

Inland Steam Vessels [ Amendment Act] 1977

Carriage of goods by Air Act.

### **3. PROTECTING THE CORPORATE ASSETS :**

#### **Fire Insurance :**

I) General Fire Hazards.

Fire load, Fire Grading of Structure, Hazards of Air-conditioning & Ventilation systems, Hazards of Boilers & Furnace, Combustion, Explosion & Implosion, Inorganic & Organic Chemicals, Use of Electricity & Fire Hazards, Assessment & Prevention of Fire Hazards

II) Process Fire Hazards, Loss Prevention measures & special features, Insurance requirement & tariffing of following industries Textile, Tea, rubber, Paper, Chemical, Solvent Extraction Plants, Hydrocarbon Process, Engineering Industries, Jute Industries.

III) Fire Policy : underwriting & Claims Proposal Form, Risk inspection reports, cover notes, Coverage under Fire Policy under different sections and policies in respect thereof, Law relating to Fire Insurance Contracts, Principles of Utmost Good Faith, Insurable Interest & Indemnity, Subrogation & Contribution, Doctrine of Proximate Cause, Assessment of loss Payable, Average & escalation clause salvage, Functions & duties of Surveyor procedure, final survey report, Structure of all India tariff, Rules, Regulations & warranties, Rating & drafting of policies for simple risk, Mfg., risks, godowns, High rise buildings, petrochemical tariff, special rating, Mutual Aid, Endorsements.

IV) Consequential Loss : History, Purpose, Uninsured Losses, Assessment of Interruption risk by insured & insurer, Fixation of Sum insured, Additional Perils and clauses such as loss of revenue clause, new business clause, return of premium clause, loss of Profit Claims & underwriting.

### **PROJECT RELATED RISKS :**

#### **Engineering Insurance :**

Development of Engineering Insurance (1), Common Hazards to Plant & Machinery (1), Types of Policies, Underwriting & claims Processing, erection all risk, Marine cum Erection Contractor All Risk – 01, Contractors Plant & Machinery (1), Machinery Insurance (1), Boiler Explosion & Pressure Vessels(1), Electronic Equipment Insurance, Deterioration & Stock, Civil Engineering Completion Project, Loss of Profit ( Machinery Insurance), Scope of Cover (1), Underwriting Practices (1), Claims Processing (1), Loss Prevention & Minimisation (1), Risk Management in Engineering Insurance (1), Reinsurance in Engineering Insurance (1), Advance Loss of Profit (1).

#### **4. TREATMENT OF FINANCIAL RISKS :**

##### **Commercial Personal & Pecuniary Insurance**

I) Commercial Insurance:

Trade & Commerce – Need for Insurance, Bankers Indemnity – Underwriting & Claims, Burglary & House Breaking (Business Premises) Insurance Underwriting & Claims, Jewelers

Block Insurance – Underwriting Claims, Lift Insurance & Plate Glass Hoarding Insurance – Underwriting & Claims

II) Pecuniary Insurance:

Cash in safe / Cash at counter / Cash in Transit – underwriting & claims, Fidelity guarantee insurance underwriting & claims

III) Personal Lines of Insurance:

Personal Insurance & Sickness Insurance – Underwriting & Claims, Health Insurance Products – Underwriting & Claims, Policy – Underwriting & claims, Household Articles Package – Underwriting & Claims.

#### **5. DEALING WITH TRANSIT RISKS :**

##### **Marine Cargo & Hull Insurance**

A) Economic Geography :

Historical Perspective of Marine Insurance, International Air Traffic & Problems, Attributes of Ports, Harbours, Principal Ports, Principle commodity movement, Maritime Hazards Study.

B) Shipping & Mercantile Practice :

Marine Insurance Contracts, Trade International & Domestic, Trade association and relation with Marine Insurance Market, Bank and Shipping Documents, Port Procedures, Bill of Lading, Way Bill, Freight & its relation to marine insurance, Maritime fraud and precautionary measures.

C) Cargo Loss Prevention :

Types & Caused of Cargo Loss, Role of Insurance in CLP, Role of LPA & IUMI in CLP Various types and methods of packing, Role of Indian Institute of Packing, Storage of Cargo, Staking Method, Material Handling, Loading / Unloading, Stowage on Board Ships Unitization and Containerization, Theft and Pilferage, Port & Customs Procedure.

D) Marine Clauses :

Marine From, Policy Endorsement, Cargo Contract Clause, Hull Clause, Special Declaration Policy, Annual Policy

E) Marine Underwriting :

Underwriting Documents, purpose & Scope, Payment of Premium, exchange control regulation, Insurable interest and assignment seller's interest contingency insurance, Risk and rating factors, with cargo underwriting, Common types of vessels, operating and risk characteristics, Hull underwriting and rating.

F) Marine Insurance Claims :

M.I.Act. 1963, Carriage of goods by sea Act 1925, Railways Act 1890, Adjustment & Settlement of Claims with respect to Cargo, Hull, Freight, Collision, General Average, Salvage, Effect on Claim Settlements of –Abandonment – Subrogation – Recoveries.

G) Introduction to Hull Insurance :

Concept, size of Market, Significance in International Trade. Methods of underwriting and Claim Settlement

## **6. MANAGEMENT OF AUTOMOBILE RISKS :**

### **D) Motor Insurance :**

Principles and Practice of Motor Insurance, Types of Vehicles / Types of policies & scope of cover, Motor Vehicle Act, 1988, Motor Tariff Rules & Regulations Proposal forms / Underwriting / rating / discounts, Temporary Covernote / certificate of Insurance, Policy terms and Conditions / endorsements, Own damage Claims processing, Third Party Claims Processing, Motor Loss Minimisation

## **7. MANAGEMENT OF CASUALTIES RISKS :**

Agriculture Insurance:

Agriculture Scenario in India, Crop Insurance – Underwriting & Claims, Cattle & Live Stock Insurance + Underwriting & Claims, Poultry Insurance Underwriting & Claims, Pig, Sheep, Goat Insurance, Underwriting & Claims, Horticulture & Plantation Insurance, Sericulture, Agriculture, Floriculture – Underwriting Claims, Horticulture & Plantation Insurance, Sericulture, Agriculture, Floriculture – Underwriting Claims, J.P.A. / G.P.A. Insurance Underwriting & Claims

## **8. COPING WITH LIABILITY EXPOSURES & HEALTH CARE NEEDS:**

### **Liability Insurance**

Legal Aspects / Law of Torts, Statutory Liabilities, Contractual Liabilities, Public Liability (Industrial Risk) Proposal Form, Inspection and underwriting considerations, Public Liability ( Non Industrial) Proposal Form, Inspection and underwriting considerations, Public Liability Insurance Act 1991, Product Liability, Underwriting Consideration, Professional Indemnity underwriting consideration, Liability Claims Management.

### **HEALTH INSURANCE**

Need for health insurance vis-à-vis National Health Care availability. Cost Factors of Health Care, uncertainty and mitigation of health needs in terms of availability of services and cost.

IRDA regulations Governing the third party Administration and health services / care providers.

Role of Insurance Worldwide and in Indian Market as Protection providers.

Market size and potential.

Government Regulations vis-à-vis standalone health insurance providers.

Attitude of welfare governments towards citizenry and health care.

National health care policy.

Aspects of Critical Health Care and dreaded diseases.

Role of Insurers and third party administrators vis-à-vis health care providers.

Health care insurance products vis-à-vis retail markets / individuals, needs and availability.

Health care insurance products vis-à-vis corporate / group customer, needs and availability.



International vis-à-vis national health insurance scenario, social ethos, role of traditional medicine and health insurance.

Big business concept and law of large numbers.

## **2. Insurance Accounting And Reinsurance For Financial Management**

### **3. Salient Features Of Designing And Making Insurance Solutions And Role Of Intermediaries:**

Who are Intermediaries? Historical Perspectives, Intermediaries vis-à-vis marketing practices in insurance.

Intermediaries & their role in Direct Insurance / Reinsurance operations, benefits and flaws in operations. Regulations governing agents as intermediaries and their expected role, IRDA training needs, agency commission structure, impact thereof on insurance sales and productivity, attitude of retail market and individual buyers.

Regulations governing brokers as intermediaries, role of brokers in general and in the areas of underwriting and claims settlement. Attitude of corporate World vis-à-vis services offered by brokers, value additions and professionalism sought to be in market place when broker would start operations.

Relationship management by brokers both with insurer & insured. Third party administrators; who are they? Role thereof vis-à-vis customers and insurers. Range of services, regulations by IRDA, cost of insurers / insured vis-à-vis services received, utility thereof and comfort levels of insured / insurers.

Surveyors & loss Assessors and regulations by IRDA, Pre-requisites / qualifications of all types of intermediaries? Knowledge updation and professionalism among all intermediaries.

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## **(Sub: 4) Brand Management**

### **(1.0 Credit)**

#### **Session Plan**

##### **Session 1, 2**

Basics of Branding:  
History of branding; what is brand: Importance of brands to consumers and firms; Brands versus products; What can be branded; Concept of brand equity

##### **Session 3, 4**

Brand Positioning;  
What is positioning; key steps in positioning  
Competitive frame of reference, POPs & PODs, brand mantra);  
internal Branding

##### **Session 5, 6**

Customer-based brand equity  
What is CBBE: Importance of brand knowledge (Brand awareness, Brand Image); CBBE Model(four steps, six building blocks)

##### **Session 7, 8**

Brand Elements:  
Choosing brand elements; Options and tactics for brand names and logos

<b>Session 9, 10</b>	Brand Architecture Strategies; Brand Architecture; Brand-Product Matrix; Brand Portfolio; Brand Hierarchy; Corporate Branding
<b>Session 11, 12</b>	Students Presentations on assignment based on topic-3
<b>Session 13, 14</b>	Brand Extension; New Product Development; What is Brand Extension; Type of Brand Extensions; Advantages and Disadvantages of Brand Extensions
<b>Session 15</b>	Brand Value Chain; What is it; How does it Help; What does it Comprise of
<b>Session 16</b>	Brand Personality (As Advocated by David Aaker) Aaker's Definition of Brand Personality; How does Personality help the Brand; Building Brand Personality
<b>Session 17</b>	Kapferer's Brand Identity Prism; Kaperer's Definition of Brand Identity; Six Facets, Picture of Sender and Picutre of Recipient; Externalization and Interalization
<b>Session 18, 19, 20</b>	Student's Presentations on Case Study (Case study will be decided and given to students before the Mid-Term Examinations)
<b>Session 21, 22</b>	Brand Valuation; Concept of Brand Valuation; General Methods of Brand Valuation; Interbrand's Brand Valuation Methodology
<b>Session 23, 24</b>	Integrated Marketing Communications for Building Brand Equity; Four Major Communications Options; Brand Amlifiers; Developing IMC Programs
<b>Session 25, 26</b>	Student's Presentations on Assigment Based on Topic-9
<b>Session 27, 28, 29</b>	Student's Presentations on Case Study (Fevicol)
<b>Session 30</b>	Recap of Entire Syllabus; Q&A

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**(Sub:5) BUSINESS ETHICS & CORPORATE GOVERNANCE**  
**(0.5 credit)**

**Session 1 & 2**

Objective	Introduction to Ethics Ethical Concepts 3 views of Ethics Theories of Ethics Business & Ethics Relationship Corporate Governance – Overview
Cases	No case in first two Sessions LIVE Case Study Company to be announced in Session 2
Readings	Chapt 1, 2 & 13 of TEXT BOOK

**Session 3 & 4**

Objective	ETHICAL issues in STRATEGIC MANAGEMENT Marketing, Financial, & H R INDIVIDUAL & CORPORATE ETHICS
CASE	SAMUEL WAKKSAL
Readings	CHAPT 5, 6 & 7 from TEXT BOOK

**Session 5, 6**

Objective	Leadership Issues Ethical Dilemmas & Decision making in business
Case- Readings	KROGER Chapt 9 , 10 & 11 of TEXT BOOK

**Session 7, 8**

Objective	Leadership Issues—INDIVIDUAL ETHICS/COMPANY ETHICS Global Governance Issues
Cases	JURY SELECTION---Role Playing exercise ELECTROTECH
Readings	Chapt 4, 12 of TEXT BOOK

**Session 9 10**

Objective	Leadership Issues Global Governance Issues, C S R
Cases	UNCOAL BURMA TWO ROADS TO CHINA
Readings	<b>CHAPT 9 &amp; 8 of TEXT BOOK</b>

**Session 11 & 12**

Objective	Global Perspective Asian Perspective in Corporate Governance Local Perceptions Effect of Technology, Competition
Cases	Case of the WHISTLE BLOWER FORD MOTORS
Readings	Managing Corporate Governance in ASIA- AIM

Note on DATA MINING & CHAPT 20 of TEXT Book

**Session 13, 14, & 15**

Objective	CORPORATE GOVERNANCE – theory & Practice Indian scenario, Role of Board Of Directors . Auditors SEBI Importance of Business sustainability, CSR
Cases	TATA STEEL/ IKEA LIVE Case Study-- Company as announced in Session 2
Readings	Chapt 21 &19 of TEXT BOOK & NOTE on SEBI Act 2014

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### (Sub:6) Business Law (0.5 Credit)

#### Session Plan

Session	Topic
1	Indian Legal System – Role and functions of Legislature, executive and judiciary -
2	Constitution of India – Fundamental Rights - Writ Petitions under Article 32 and 226 of the Constitution of India
3	Types of Business Organizations – Legal status – Proprietorship, Partnership, Company – Public Limited or Private Limited operating within the country, Company operating globally, Cooperative Societies , Shops or Commercial establishments
4	Indian Contract Act 1872 – Essential elements of a valid contract ( Section 10) – Special contracts – Indemnity, Guarantee, Bailment and Pledge
5	Intellectual Property Laws – Law of patents, trade mark, Plant varieties, Geographical indications
6	Consumer Laws - Consumer Protection Act 1986 – Consumer, defects and deficiency, authorizes under the Act, remedies under the Act
7	Food Safety Standards Act 2006 – Food Safety Standards Authority of India – General provisions as to articles of food - Special responsibilities as to food safety – Enforcement – Licensing and registration of food business
8	The Legal Metrology (Packaged Commodities) Rules 2011 – Provisions related to packages intended for retail sale
9	Environment Protection Act 1986 – Prevention, Control and Abatement of Environmental pollution
10	Foreign Exchange Management Act 1999 and Prevention of Money Laundering Act 2002
11	Direct Taxes – Income Tax Act 1961 – Assesse – Heads of Income – Computation of Income - TDS – Restrictions on Cash transactions
12	Indirect taxes – Goods and Service Tax The Constitution (101th Amendment) Act 2016 – With effect from 1.7.2017 – Exemption of trades under GST – Exemption of GST on Export – Central GST Act 2017- Rates of GST
13	Law of Insurance – Insurance Act 1938 – Insurance Regulatory and Development Authority of India Act 1999
14	Information Technology Act 2000 – Importance of cyber law – E Commerce – Significance of E-Commerce – Cyber Crimes – Offences and Penalties
15	Right to Information Act 2005 – Objective and scope of RTI Act – Transparency and Greater accountability of Public Authority

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### (Sub: 7) Communication of Managers -I

#### Session Plan

Session I	Introduction to the course and method to be followed
Session II	Background reading (i) The case of Blackened filament (TAU) (ii) How to specify a problem (TAU) Case: The case of Bad Butter Fat (TAU)
Session III	Analysis: the starting point (TAU) (iii) Presentation by groups on the reading (iv) Discussion on the reading i. Analysis and synthesis j. Rational Decision Making Framework k.
Session IV	Case : Heart of a Young Boy
Session V	Case : Dr. Young's decision
Session VI	Case : Chandrabala Academy
Session VII	Case : KBK Manufacturing Company
Session VIII	Case: Dashman Company
Session IX	Case: Birch Paper Company
Session X	Reading: The Practice of Management (Chapter 1, 2, 3)
Session XI	Reading: The Practice of Management (Chapter 6,7,8)
Session XII	Reading: The Practice of Management (Chapter 22,23)
Session XIII	Case: Regal Jewellery Company
Session XIV	Case: Uhuru Candle Company
Session XV	Concluding Session: Introduction to Appreciative Inquiry (AI)/, a short exercise, feedback

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**(Sub: 7) FOOD PROCESSING MANAGEMENT**  
**(1.00 CREDIT)**

**Session Plan**

**Section I (15 Sessions) : Processing of Food**

1. Present status of food industry in India  
Different types of agro-based industries, its impact on rural development
2. Major dimensions and future prospects of Agro-based industries.
3. Unit operations of food industries and principles of food processing and preservation
4. a. – Preservation of food through temperature reduction
  - Chilling and refrigeration
  - freezing processing (frozen food)
  - Lypohilization
  - Cold storages and cold chain maintenance.
  - Cast studies of each technology
- b. Preservation through high temperature application: -
  - Dehydration & concentration
  - Osmo-dehydration & vacuum drying
  - Canning, picking and sugar based product processing
  - Fermentation and wine making
  - Case studies of each operation

**Section II (05 Sessions): Food regulatory and quality control (laws)**

Laws & regulations (Act & Rules) related to food industry.  
Quality control and Quality Assurance Management in food industry.  
Food Additives and preservatives  
Packaging, labeling & distribution of food products.  
Domestic Regulations and Voluntary international standards (certificates)

**Section III: Case Studies on Project formulation – (examples)**

Section III proposed in the course will be guiding principles for the students in preparing assignments but not as part of Session plan.

1. Sugar industry
2. Dairying management and dairy products processing (milk products) industries
3. Fruit & vegetable products processing (tomato, potato, vegetable, fruits etc.)
4. Fermentation & wine making industry (ethnic products)
5. Cereal products processing (MSME and cottage scale industries)
6. Milling industries (Cereal, pulses)
7. Oil extraction, refining & hydrogenation industries
8. Fishery, poultry & meat industries

**The project profile of the industry may be presented on the following points:**

- Type of the industry & nature of finished products
- Nature of raw material
- Location of the plant and infrastructural facilities
- Human Resources
- Installed capacity and present situation
- Availability of raw material (sources /quality)
- Technology/Manufacturing process
- Plant and machinery (Layout, domestic & imported)
- Market potential
- Packaging and labeling of the product
- Storage and distribution (logistics)
- Quality Control and Lab facilities
- R & D of the products
- Project Cost (Fixed & Working capital)
- Annual operating expenses
- By products manufacturing and waste – garbage sewage management (as per the environment pollution board)
- Licenses required to be obtained and renewal (FSSAI & others)
- Any other special features (socio-economic impact, GDP, Employment generation etc)
- SWOT Analysis of the industry

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**(SUB: 8) INFORMATION TECHNOLOGY FOR BUSINESS AND DEVELOPMENT**  
**(1.0 credit)**

**Syllabus**

**Session 1-2:**

**Topic: Information Systems Concepts**

- (vii) Information Concepts
- (viii) System Concepts
- (ix) Business Information Systems
- (x) Context of I.T.
- (xi) Computer Based Information Systems
- (xii) Role of I.T. in management

**Session 3-4:**

**Topic: Computer Concepts**

- Evolution of Hardware and Concepts
- Evolution of Software and Concepts
- Types of Software – Operating System Role and Functions
- Application and Other Software
- Laptop Configuration

**Sessions 5-6:**

**Topic: Network Concepts**

- Network Concepts
- Types of Network – LAN, MAN, WAN
- Network Topologies

Network Media and Characteristics  
Communication Devices  
Internet, Intranet, Extranet

**Sessions 7-8:**

**Topic: DBMS Concepts**

DBMS Concepts  
DBMS Models  
DFD Concepts  
ERD Concepts

**Sessions 9-10:**

**Topic: Emerging trends in IT**

Green IT-concept, advantages, and area of consideration  
Cloud Computing-concept, applications and advantages

**Sessions 11-12:**

**Topic: Role of IT for Agriculture and Rural Development**

Major sectors of agriculture  
Scope of information technology  
Inbound and outbound applications-government initiatives for IT enabled services in agriculture sector  
IT application for harvesting, transportation, marketing, export, storage, processing etc

**Session 13-14:**

**Topic: IT for Banking**

Emerging banking scenario  
Role of IT for banking applications-core banking, internet banking, mobile banking SMS banking  
Cheque truncation system  
Digital signature  
Cyber security and providing cyber laws

**Sessions 15-16:**

**Topic: IT for Healthcare**

IT application for healthcare-EHR, PHR  
Hospital Information System  
Advantages of IT in Healthcare  
Privacy concerns in electronic record for patients  
National Agriculture Marketing

**Session 17-18:**

**Topic: IT in Financial Inclusion**

Definition, Benefits, Role of IT  
Hurdles in implementation of Financial Inclusion  
Role of regulatory agencies in Financial Inclusion-NABARD, RBI

**Session 19:**

**Topic: Digital India and Government Initiatives**

E-governance-models, applications, benefits, infrastructure requirements

**Session 20:**

**Topic: Cases on Information and Communication Technology for**

Healthcare administration  
Agriculture and Rural development



Banking and Financial Inclusion

**Session 21:**

**Topic: Nested if**

Writing multiple conditions for business logic

**Session 22:**

**Topic: Pivot Table**

Arranging data for summary report using filter

Summary report using SUM, AVG, MAX, MIN functions on data

Creation of Pivot chart from pivot table

**Session 23:**

**Topic: Goal seek**

Using what-if analysis tool

Setting target for particular value and finding corresponding effect of change on another value

**Sessions 24:**

**Topic: Scenario Manager**

Creating various scenarios of business logic without changing the actual figures

Creating summary report of all scenarios

**Sessions 25:**

**Topic: Macro**

Recording of macro,

Recording macro with shortcut keys

Running macro

**V Lookup**

Fetching particular column vertically by referring particular cell of that row

**Data Validation**

Restricting data entry as per requirement like only number, text or in specific format

Providing list of items from another column to avoid wrong data entry

Customizing error message while wrong data entry

**Sessions 26-27:**

**Topic: Company creation in Tally ERP**

Altering company details

Creating security controls

Editing accounting period

Features of Tally ERP-Accounting features

Configuring Tally ERP-BRS in Tally

Account creation in Tally

Passing Journal entries

**Session 28-29:**

Topic: Analyzing Ledgers, Trial Balance, Profit and Loss accounts, Balance-Sheet

**Session 30:**

Topic: Accounting feature of Tally in detail

>> END<<

**(Sub: 9) INTERNATIONAL TRADE & FINANCE**  
**(0.5 CREDIT)**

**Session Plan**

Sessions	Read	Topics
1&2	International Economics (IE) = Ch.1,3,4,5 and 7, Raj Kumar, Excel Books, New Delhi	Introduction to International Trade, Introduction to Trade Theory, Comparative Advantage and factor mobility, Gains from International Trade Terms of Trade, Gains from International Trade Terms of Trade.
3&4	International Economics (IE) = Ch. 8,11,21	Instruments of Trade policy Tariffs, Instruments of Trade policy Non- Tariff barriers : Quota system, Instruments or Trade policy, Dumping , Cartels
5&6	GAT Ed. M. Ataman Accsoy and John. C. Beghin Published by the world Bank Ch. 1 & 2, GAT on 3 & 4, IE Ch 21	WTO Frame work and Agriculture, Agricultural Trade & Global Trade Policies, Agriculture Trade Preferences and less developed countries
7	GAT	Agro Food Exports from developing countries : Challenges posed by standards, Future of Agri Trade flows
8	International Business (IB) Daniels, Radebaugh (Pearson, New Delhi, 2009) CH. 9 and 10	Global foreign exchange Markets, Determination of Exchange Rates
9	International Business (IB) Daniels, Radebaugh (Pearson, New Delhi, 2009)	Export procedures, documentation and process for agri products , Indian Export Scenario - Recent Trend in India's Export
10	International Business – Environments and operations by John Daniels, Lee H. Radebaugh - 12th Edition.	Trade Agreement - Nature of Exports Sales Contract, Export Finance - Pricing Preshipment Finance, Postshipment Finance, Mechanism of Price Fixation, Benefits to India Exports.
11	International Business – Environments and operations by John Daniels, Lee H. Radebaugh - 12th Edition.	Export Finance - Special Financial Facilities, Export Import Bank of India, E.C.G.C. Export Pricing
12	International Business – Environments and operations by John Daniels, Lee H. Radebaugh - 12th Edition.	Settlement of Disputes, Terms of Payment in Export, Export financing for agri products
13	International Business –	Sources of Export Information, Important Publications, Important Organizations
14	International Business –	Commodities Studies
15	International Business – Environments and operations by John Daniels, Lee H. Radebaugh - 12th Edition.	Selection of Products and Identification of Export , Export insurance for agri products (Perishable and non-perishable)

>> END <<

**(Sub:10) MACRO ECONOMICS**  
**(1.00 CREDIT)**

Session Plan

**I. INTRODUCTION TO MACROECONOMICS**

**Session 1: Birth of Macroeconomics, Nature, significance and contents of Macroeconomics.**

**Session 2 : a) Objective and Instruments of Macroeconomics.  
b) Macroeconomic variable and their relationships.**

Read: 1) (S&N), Chapter 19, Overview of Macroeconomics.  
2) (Ahuja), Chapter 1, Nature and Scope of Macroeconomics.  
3) (Gupta), Chapter 1, Introduction : An Overview.

**II. MACROECONOMIC ACTIVITY AND NATIONAL INCOME ACCOUNTING**

**Session 3: (a) Circular Flow of Macroeconomic Activity.  
(b) Various Concepts of National Output.**

**Session 4: (a) Measurement of Macroeconomic Activity.  
(b) Constraints in the process of measurement of Macroeconomic activity.**

Read: 1) (DFS), Chapter 2, National Income Accounting.  
2) (S&N) Chapter 20, Measuring Economic Activity.

**III. ECONOMIC SYSTEMS**

**Session 5: Three broad economic systems-Market based Economy, Command Economy and Mixed Economy.**

**Session 6: (a) Role of Government in a Market Economy.  
Changing role of Government in Indian Economy.**

Read: (S&N), Chapter 2, The Modern Mixed Economy (Part A & C)

**IV. ECONOMIC GROWTH AND DEVELOPMENT**

**Session 7 : (a) Concepts of Growth and Development  
(b) Significance of Economic Growth  
(c) Brief review of theories of growth.**

**Session 8 : (a) Four wheels of growth, and seven trends of growth.  
(b) Features of under development and features of under development.  
(c) Indicators of growth, including Human Development Index.**

Read : 1) (S & N), Chapter 25, Economic Growth.  
2) (D & M), Chapter 5, Human Development in India.

## **V. DETERMINATION OF NATIONAL OUTPUT AND PRICES**

**Session 9 :** Concepts of Aggregate Demand and Aggregate Supply (AD&AS) – Factors affecting AD & AS schedules.

**Session 10 :** Determination of National Output and prices by interaction of AD & AS Curves – Classical and Keynesian Views.

Read : 1) (DFS), Chapter 5, Aggregate Supply & Demand.

2) (S & N), Chapter 19, Overview of Macroeconomics-(B) Aggregate Demand and Supply.

3) (Ahuja), Chapter 10 & Its Appendix, Aggregate Supply Model.

## **VI. THEORIES OF CONSUMPTION AND INVESTMENT.**

**Session 11 :** (a) Determinants of Consumption;

(b) Consumption Function, Marginal Propensity to Consume(MPC)and Marginal Propensity to Save (MPS).

**Session 12:** (a) Determinants of Investment;

(b) Investment Demand Function.

Read : 1) (S & N),Chapter 21, Consumption and Investment.

2) (DFS), Chapter 13, Consumption and Savings, Chapter 14, Investment Spending.

## **VII. MULTIPLIERMODELS AND BUSINESS FLUCTUATIONS**

**Session 13 :** (a) The Basic Multiplier and Fiscal-Policy Multiplier.

(b) Implications and Limitations of the Multiplier Model.

**Session 14 :** (a) Features of Business Fluctuations – Recession and Expansion.

(b) Sources of Business Fluctuations – Exogenous and Endogenous.

**Session 15:** (a) Theories of Business Cycles.

(b) Forecasting Business Cycles.

## **VIII. INFLATION UNEMPLOYMENT AND POVERTY**

**Session 16 :** (a) Definition of Inflation

(b) Types of Inflation – Demand-Pull, Cost-Push and Inertial Inflation.

**Session 17 :** (a) Economic Impacts of Inflation

(b) Non-accelerating Inflation Rate of Unemployment (NAIRU).

(c) Introduction to Price Indices used in India – WPI, CPI(IW), CPI (AL) and (UNME).

**Session 18 :** Unemployment : Definition & Types. Measurement and Effects of unemployment and Government Programmes

**Session 19:** (a) Poverty : Absolute & Relative.

(b) Absolute Poverty – Measurement, causes, effects and Government programmes.

(c) Relative Poverty :Measurement,causes,effectsand Government programmes

- Read: 1) (S & N), Chapter 30, Inflation, A - Definition & Impact of Inflation,  
B - Modern Inflation Theory.  
2) (D&M), Chapter 23, Poverty & Planning Process in India.  
3) Chapter 25, Unemployment in India.  
4) Chapter 26, Inequalities.  
5) (Ahuja), Chapter 26, Inflation : Nature & Causes.  
6) (Mankiv) : Chapter 33, The short term trade off between inflation & unemployment.

## **IX. MONEY, BANKING AND MONETARY POLICY**

**Session 20 : (a) Concept of Money, Evolution of Money.**

**(b) Demand for Money : Motives to hold Money.**

**Session 21 : (a) Banks & Supply of Money : Multiple Credit Creation.**

**(b) Structure of Banking System in India.**

*Session 22 : Central Banks – Function of Central Banks. Regulation of Money Supply, Monetary Policy*

Read : 1) (DFS), Chapter 15, Demand for Money.

2) (S & N), Chapter 23, Money and the Financial System (A,B & C), Chapter 24, Monetary Policy & the economy (A).

3) (Ahuja), Chapter 10, Central Banking, Chapter 19 A, Monetary Policy & RBI.

## **X. BUDGET & FISCAL POLICY**

**Session 23 : (a) Decentralized form of government – Public Budgets.**

**(b) Budgetary Variables : Revenue & Capital Receipts and Expenditure.**

**Session 24 : (a) Concepts of Deficits in Indian Budgets: Fiscal, Revenue & Primary Deficit.**

**(b) Fiscal Policy: Objectives and Instruments.**

*Read : 1) Latest Union Budget.*

2) (D & M), Chapter 52, Indian Public Finance.

3) (Ahuja), Chapter 30 : Public Finance : Public Expenditure,  
Chapter 31: Financing of Government Expenditure.

Chapter 32 : Role of Fiscal Policy.

## **XI. BALANCE OF PAYMENTS, FINANCIAL MARKETS.**

**Session 25 : International Trade & Balance of Payments.**

**Session 26 : Brief introduction to Money and Capital Markets.**

Read : 1) (Ahuja), Chapter 34 : Balance of Payments.

2) (D&M), Chapter 50, Money and Capital Markets in India.

3) (D & S), Chapter 37, India's Balance of Payments.

## **XII. ECONOMIC REFORMS AND STRUCTURAL ADJUSTMENT PROGRAMME IN INDIA.**

**Session 27 : (a) Background of Reforms in India.**

**(b) Role of Government and Central Bank.**

**Session 28 : (a) Salient Features of the Reforms Programme and Evaluation.**

**(b) Continuation of Reforms.**

**XIII: TWO REVISION SESSIONS for doubt clearing and discussions**

( SESSION 29 and SESSION30)

>> END<<

**(Sub:11) MANAGEMENT INFORMATION SYSTEM**  
**(1.0 CREDIT)**

**Session Plan:**

- Session 1 : Introduction of MIS
- Session 2 to 4 : MIS Concept
- Session 5 : DSS
- Session 6 : TPS
- Session 7 & 8 : Banking System (private, Commercial and Cooperatives)
- Session 9 & 10 : Insurance (Life, Non-life and Agriculture)
- Session 11 & 12 : Development Organisations
- Session 13 & 14 : FMCG (First Moving Consumer Goods) Organization
- Session 15 & 16 : production Management information System
- Session 17 & 18 : Case: 1 Understanding Business Organization  
Case Study – Access Livelihoods consulting India.
- Session 18 & 19 : Case: 2 Managing Development Organization  
Case Study – Kalamanda.
- Session 20 & 21 : Case: 3 Organization Management and control  
  
Business Vs Development organization, Case Study –  
Vankar Cooperatives of this BHAL. Empowerment of  
Dalits through Collective ACHOR.
- Session 22 & 23 : Case: 4 **Managing Development Organization**  
Case Study – Women’s Empowerment through natural  
Resource Management KUTCH MAHILA VIKAS  
5. Information – Identify, Design & Develop. – Case of  
Franchisee Centre for computer.
- Session 24 & 25 : Case: 5 **Managing Data & Information** –  
Case Study an Education System  
Case Study b Case of Book – Exchange Unit In A  
University
- Session 26 & 27 : **Information system evolution Modelling** –  
Case Study - a. Case of An FMFC pro Unit.  
B. Case of Non – profit organization
- Session 28 & 29 : **MIS: Its organization** – Case Study 7 – CHITRIKA
- Session 30 : Summing Up

>> END <<

**(Sub: 12) MANAGERIAL ECONOMICS**  
**(1.00 CREDIT)**

**Session Plan**

**Session 1: Introduction**

Read: Chapter 1, Introduction to Managerial Economics

Exercises: Chapter 1, 1-1 to 1-5.

**Session 2: Calculus and Managerial Economics**

Read: Chapter 2, Appendix: Calculus and Managerial Economics

Exercises: Chapter 2, 2A-1 to 2A-8.

Case: Integrating Case Study-1, p. 68

**Session 3: Consumer Behaviour and Demand Analysis - Demand and Revenue**

Read: Chapter 3, Individual Demand, Market Demand, Total and Marginal Revenue

Exercises: Chapter 3, 3-1, 3-2, 3-3a, 3-4abc.

**Session 4: Consumer Behaviour and Demand Analysis – Elasticity of Demand**

Read: Chapter 3, Price Elasticity, Income Elasticity, Cross Elasticity

Exercises: Chapter 3, 3-3b, 3-4d, 3-5 to 3-22.

**Session 5: Consumer Behaviour and Demand Analysis - Theory of Demand: Indifference Curve Approach**

Read: Chapter 3, Appendix: Behind the Demand Curve- The Theory of Consumer Choice

Exercises: Chapter 3, 3A-1, 3A-2.

**Session 6: Consumer Behaviour and Demand Analysis - Demand Estimation**

Read: 1) Chapter 4, Demand Estimation.

2) Dynamics of Demand for Milk in this Millennium– R. Saxena

Exercises: Chapter 4, 4-5 to 4-7, 4-8cd, 4-11 to 4-17.

**Session 7: Production and Cost Analysis - Production with One Variable Input**

Read: Chapter 6, Production Function, Production with One Variable Input

Exercises: Chapter 6, 6-2 to 6-4, 6-15.

**Session 8: Production and Cost Analysis - Production with Two and More Variable Inputs**

Read: Chapter 6, Production with Two Variable Inputs

Exercises: Chapter 6, 6-1, 6-5 to 6-11, 6-16 to 6-21.

**Session 9: Production and Cost Analysis -Economies of Scale and Scope, and Estimation of Production Function**

Read: Chapter 6, Economies of Scale and Scope, Estimating the Production Function

Exercises: Chapter 6: 6-12 to 6-14, 6-22, 6-23.

**Session 10: Production and Cost Analysis -The Economics of Fertilizer Use: A Case Study in Production Economics**

Read: The Economics of Fertilizer Use: A Case Study in Production Economics by WD Hopper (IRMA material)

**Session 11: Production and Cost Analysis - Cost Concepts and Short Run Cost Functions**

Read: Chapter 7, Economic Concept of Cost, Production and Cost, Short Run Cost Functions

Exercises: Ch. 7: 7-1 to 7-3, 7-12, 7-13, 7-18, 7-19, 7-20ab

- Session 12: Production and Cost Analysis - Long Run Cost Functions and Estimation of Cost Functions**  
 Read: Ch. 7, Sec: Long Run Cost Functions, Estimating Cost Functions  
 Exercises: Ch. 7: 7-15, 7-16ab, 7-17, 7-21ab, 7-22.
- Session 13: Production and Cost Analysis -Breakeven Analysis**  
 Read: Ch. 7, Profit Contribution Analysis  
 Exercises: Ch. 7: 7-4 to 7-11, 7-14, 7-16c, 7-20c, 7-21c  
 Case: Saptamahal Milk Producers' Co-operative Union by T. Shah (IRMA material)
- Session 14: Market Structure, Conduct and Performance - Perfect Competition and Economic Efficiency**  
 Read: Ch. 9, Sec: Market Structure, Perfect Competition  
 Exercises: Ch. 9: 9-1 to 9-5, 9-12, 9-14, 9-16, 9-18, 9-20.
- Session 15: Market Structure, Conduct and Performance - Monopoly, X-inefficiency and Allocative Inefficiency**  
 Read: Ch. 9, Sec: Monopoly, Relevance of Competition and Monopoly  
 Exercises: Ch. 9: 9-6 to 9-11, 9-13, 9-15, 9-17, 9-19, 9-21.
- Session 16: Market Structure, Conduct and Performance - Monopolistic Competition: Oligopoly -1**  
 Read: Ch. 10, Sec: Monopolistic Competition, Oligopoly-Kinked Demand Model- Cournot Model  
 Exercises: Ch. 10: 10-1, 10-2, 10-4 to 10-7, 10-10, 10-11.
- Session 17: Market Structure, Conduct and Performance - Market Structures, Barriers to Entry and Advertising: Oligopoly - 2**  
 Read: Ch. 10, sec: Oligopoly-Cartels and Collusion-Price Leadership, Barriers to Entry, Advertising  
 Exercises: Ch. 10: 10-8, 10-9, 10-12.
- Session 18: Economic Theory of Cooperative Firms -Supply Co-operatives**  
 Read: Economic Theory and Its Application to Supply Co-operatives by BHSchmiesing (IRMA can help getting this material)  
 Case: Krishanpur Credit Co-operative Society (IRMA can help getting this material)
- Session 19: Marketing Co-operatives**  
 Read: Theory of Marketing Co-operatives and Decision Making by BHSchmiesing (IRMA can help getting this material)  
 Case: Rampura Milk Co-operative Union (IRMA can help getting this material)
- Session 20: Pricing Methods - Pricing of Multiple Products, Interdependent Demand, Joint Products, Incremental Cost Pricing, Ramsey Pricing**  
 Read: Ch. 12, Sec: Pricing of Multiple Products  
 Exercises: Ch. 12: 12-1, 12-2, 12-12, 12-14.
- Session 21: Pricing Methods - Pricing of Multiple Products, Transfer Pricing, Price Discrimination**  
 Read: Ch. 12: -Pricing of Multiple Products, Price Discrimination  
 Exercises: Ch. 12: 12-3 to 12-8, 12-13.
- Session 22: Pricing Methods - Product Bundling Peak-load Pricing Cost-plus Pricing**  
 Read: Ch. 12: -Product Bundling, Peak-load Pricing, Cost-plus Pricing  
 Exercises: Ch. 12: 12-9 to 12-11



- Session 23: Pricing Methods - Pricing of Milk in Co-operatives**  
Read: A Problem in Milk Pricing in Indian Dairy Co-operatives: Key Issues and Present Policies by Tushaar Shah et al (IRMA can help get this material)
- Session 24: Pricing Methods - Pricing and Employment of Inputs**  
Read: Ch. 13, Sec: Input Pricing and Employment, Output and Input Decisions, Economic Rent, Wage and Income Differentials  
Exercises: Ch. 13: 13-4, 13-6 to 13-8, 13-10.  
Case: Integrating Case Study V, 462-463.
- Session 25: Impact of Government Interventions - Taxes and Subsidies**  
Read: Ch. 18, Sec: Excise Taxes, Taxes on Profit, Taxes on Inputs  
Exercises: Ch. 18: 18-1 to 18-4, 18-11.
- Session 26: Impact of Government Interventions - Price Controls**  
Read: 1) Ch. 19, Price Controls  
2) Ch. 13, Minimum Wage Laws You Cannot Legislate Away Poverty by S.S.A. Aiyar (IRMA can help get this material)  
Exercises: Ch. 19: 19-9; Ch. 13: 13-1, 13-3.
- Session 27: Long-term Planning Decisions - Capital Budgeting**  
Read: Ch. 15, Sec: Maximisation of Shareholder Value and Capital Budgeting, Capital Budgeting Process  
Exercises: Ch. 1: 1A-1 to 1A-7; Ch. 15: 15-1 to 15-3, 15-13 to 15-17.
- Session 28: Impact of Government Interventions - Cost-Benefit Analysis**  
Read: Cost-Benefit Analysis: An Introduction by R. Saxena (IRMA can give this material)  
Case: Ani-Chocolate Project of Kepong Cattlefeeds by R. Saxena (IRMA can give this material)
- Sessions 29-30: Open Sessions for doubt clearing, summing up and feedback**

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**(SUB: 13) PRINCIPLES OF AGRI-BUSINESS**  
**(0.5 CREDIT)**

**Session Plan**

**Session 1 and 2**

Introduction to Agriculture, Role of Agriculture (Production, Economic, Social environment). Types of Agriculture, Agricultural Development since Independence (Subsistence – Intensive– Commercial – High-value Agriculture-Hi-Tech Agriculture- Agribusiness Globalization and Economic Reform - Impact on Agriculture

**Session 3 and 4**

Agribusiness – Meaning, definition, structure of Agribusiness (Input sector, Production sector, and product sector) – Importance of Agribusiness in Indian Economy; Emerging Agri-business projects.

**Session 5 and 6**

Agribusiness distinctive characteristics of Agribusiness, management, Role of GOI, State governments, Financial Institutions commercial banks, NGO, corporate in Agribusiness development.

**Session 7 and 8**

Capital management in Agri-business – Capital meaning, working capital, financial approval of Agribusiness project (Project financing), Financial Analysis and tools of Financial Analysis (Agri Business project-preparation and implementation)

**Session 9**

Agro-based industries – importance – need, institutional arrangement of Agro-based Industries, procedure followed to set-up Agro-based industries

**Session 10, 11, 12**

Types of Agribusiness projects emerging in India- Crop-based (High value, High-Tech, commercial Agril) Livestock based (Corporate Dairy, production processing, value addition etc) Fisheries – (Aquaculture, Sheep and Goat rearing, poultry farming and other related areas)

**Session 13-14**

Concept and Scope of: - Supply Chain in Agriculture/Agribusiness, Tools of Supply Chain, Contract Farming, Agro Export Zones, Terminal Market, Food Parks, Retail, etc)

**Session 15**

Issues and challenges of Agri-business; venture and summary of the course.

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**(Sub: 14) Principles of Entrepreneurship**  
**(0.5 credit)**

**Session Plan**

**Session 1:**

Topic: Definition and Concept, and importance of Entrepreneurship post Liberalization, Privatization and Globalization.

**Session 2:**

Topic: Impact of Technology on job Market

**Session 3:**

Topic: MSME Sector, Innovation driven Entrepreneurship. Classification, traits and skills of Entrepreneur

**Sessions 4:**

Topic: Sources of Innovation as per Peter Drucker, Sources of Business Ideas as per Prof C.L. Bansal (Entrepreneurship and small business development –Prof C.L. Bansal.)Entrepreneurship in Cooperatives.

**Sessions 5:**

Topic: MUDRA Bank, New initiatives of Government for Start-ups and farmers (Creation of 500'000 Water bodies).

**Sessions 6:**

Topic: How to select an optimum location for Business

**Session 7:**

Topic: Sources of Finance for Business

**Session 8:**

Topic: Global and Government of India policy on Entrepreneurship, Case Study -1

**Sessions 9:**

Topic: Unicorn and their contribution to Society. Clustering, Cluster Development and Entrepreneurship

Session 10:  
Topic: Problems and Prospects of Women Entrepreneurs. Case Study 2.

**Session 11:**  
Topic: Business ideas for Agriculture.

**Session 12:**  
Topic: Intrapreneuers, Managing vs Entrepreneurship

**Session 13:**  
Topic: Reasons for Industrial Sickness

**Session 14:**  
Topic: Barriers to Entrepreneurship

**Session 15:**  
Topic: Problems faced by Entrepreneurs

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## (Sub: 15) PRODUCTION AND OPERATIONS MANAGEMENT (1.00 CREDIT)

### Session Plan

**Session 1:** Introduction to OM

**Session 2:** Operations Strategy

**Sessions 3-4:** Product & service design

**Session5:** Facility Location

**Session 6:** Facility Layout

**Session 7:** Operations Processes

**Sessions 8:** Manufacturing Processes and Analysis

**Session 9:** Service Processes

**Sessions10-11:** Production Planning and Control

**Session 12:** Strategic Capacity Management

**Sessions 13-14:** Aggregate Sales and Operation Planning

**Session 15:** Material Requirements Planning

**Sessions 16-18:** Process Quality, Process Control and Control Charts

**Sessions19-20:** TQM - Quality circle

<b>Sessions21-22:</b>	six-sigma capabilities
<b>Sessions23-24:</b>	Standardization ISO
<b>Session 25:</b>	Value Engineering and Variety of Reduction
<b>Sessions 26-27:</b>	Ergonomics
<b>Sessions 28-29:</b>	Lean Production & TOYOTO production system
<b>Session 30:</b>	Evolution of Integrated Systems

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**(Sub: 16) PROJECT MANAGEMENT**  
**(1.0 Unit)**

**Session Plan:**

1	Course Overview, Project Definition
2-3	Project classification, Project Life Cycle, Project identification
4-5	Demand-Supply gap analysis, Generation of Ideas Technical Analysis
6	Project Cost Estimation
7	Project Cash Flow
8	Case Discussion – Project Cost and Cash Flow
9-10	Project Appraisal & Selection Criteria – BEP, PBP
11-13	Discounted Cash Flow methods - BCR, NPV, IRR
14	Case Discussion – DCF methods
15-16	Risk Analysis and Management
17-19	Financing of Projects – Capital Structure, Term Loans, Working Capital, Loan Procedure, Charges on Assets
20-21	Network Techniques for Project Management

- 22-23 Resource allocation, Crashing,  
 24-25 Project Appraisal from the viewpoint of Financial Agency  
 Cooperatives – Financial Statement Analysis  
 26-30 Agro Processing Unit - DPR Analysis and presentation of group report  
 Visit to Agro Processing Unit

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**(SUB: 17) QUANTITATIVE ANALYSIS FOR MANAGEMENT—I**  
**(1.00 CREDIT)**

**Session Plan**

**SECTION - I**

- Sessions 1 :** **Regression analysis**  
 Given a data, explain AM, Var, S.D  
 Read: Statistics for Management, Levin, Richard & Rubin, David  
 Page No. 77,111.113, 119,132
- Session 2 :** **Regression analysis**  
 Exercise 3-6 ,3-7 3-8 3-61 ,3.62 on AM, Var, S.D  
 Read: Statistics for Management, Levin, Richard & Rubin, David  
 Page No. 77,111.113, 119,132
- Session 3 :** **Regression analysis**  
**Correlation and regression:**  
 [a] Bivariate correlation and regression analysis.  
 Scatter diagram, type of correlation, degree of correlation.  
 Ex:12-10  
 Read Statistics for Management, Levin, Richard & Rubin, David  
 Page No. From 609--675
- Session 4:** **Regression analysis, Ex: SC 12-2 SC 12-3**  
 (b)Linear regression equation, Estimation & SE of regression estimate.  
 Read : Statistics for Management, Levin, Richard & Rubin, David  
 Page No. From 609--675
- Session 5:** **Regression analysis Ex SC 12-6 SC 12-7**  
 Read: Statistics for Management, Levin, Richard & Rubin, David
- Session 6:** **Probability, Concepts of probability distributions[a] General idea of discrete and continuous probability distribution and evaluation of probability**  
 Read : Statistics for Management, Levin, Richard & Rubin, David  
 Page No. 153--179
- Session 7:** **Probability Distribution, [b] Mean and SD of a probability distribution**  
 Read : Statistics for Management, Levin, Richard & Rubin, David  
 Page No. 153—179
- Session 8:** **Probability, [c] Standard probability distributions such as binomial, and normal probability distributions. Continue.....**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 209--246

**Session 9: Probability, [c] Standard probability distributions such as binomial, normal probability distributions**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 209--246

**Session 10: Sampling distribution, [d] Sampling distribution of sample mean. Confidence interval for mean**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 277--313

**Session 11: Sampling distribution, [d] Sampling distribution of sample mean. Confidence interval for mean**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 277--313

**Session 12: Sampling distribution, Exercise on probability distributions**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 277—313

**Session 13: Sampling distribution, Exercise on probability distributions**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 277--313

**Session 14: Sampling distribution, Exercise on sampling distributions**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 277--313

**Session 15: Sampling distribution, Exercise on Confidence interval for mean**

Read : Statistics for Management, Levin, Richard & Rubin, David

SECTION II

**Session 16 : Testing of Hypothesis, Statistical test of hypothesis of population parameter.**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 379—411

**Session 17: Testing of Hypothesis, [a]All the terms related to testing of hypothesis**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 379--411

**Session 18: Testing of Hypothesis, ( b) Different steps in sample analysis for conclusion of population parameter**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 379—411

**Session 19 : Testing of Hypothesis, [b] Different steps in sample analysis for conclusion of population parameter**

Read : Statistics for Management, Levin, Richard & Rubin, David  
Page No. 379—411

- Session 20:**           **Testing of Hypothesis, [c] z-test, and t-test one population mean CONTINUE.....**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 379--411
- Session 21:**           **Testing of Hypothesis, [c] z-test, and t-test one population mean CONTINUE.....**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 379--411
- Session 22:**           **Testing of Hypothesis, [c] ] z-test, and t-test one population mean CONTINUE .....**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 379--411
- Session 23:**           **Testing of Hypothesis, [d] z-test, and t-test two population mean CONTINUE.....**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 379--411
- Session 24 :**           **Testing of Hypothesis, [d] z-test, and t-test two population mean CONTINUE.....**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 379--411
- Session 25 :**           **Testing of Hypothesis, [d] z-test, and t-test two population mean CONTINUE.....**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 379--411
- Session 26 :**           **Testing of Hypothesis, Anova Technique for quantitative variable. Test of hypothesis for**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 531 - 589
- Session 27 :**           **Testing of Hypothesis, Equality of several population means of a single variable. One-Way ANOVA**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 531 - 589
- Session 28 :**           **Testing of Hypothesis, Anova Technique for quantitative variable. Test of hypothesis for Equality of several population means of a single variable. TWO - Way ANOVA**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 531 - 589
- Session 29 :**           **Testing of Hypothesis, EXERCISE ON ANOVA,**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 531 - 589
- Session 30 :**           **Testing of Hypothesis, Chi-square test for association study of nominal variables**  
 Read :                 Statistics for Management, Levin, Richard & Rubin, David  
                               Page No. 531 – 589

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**(Sub: 18) Quantitative Analysis for Management II**  
**(1.0 Credit)**

**Course Outline**

Session	Title of Unit	Detailed Description	Methodology and Evaluation	Time Duration
1	The Language and Design of Research	Concepts. Problems and hypothesis. Scientific thinking. Research problem, process, objectives and proposal. Research methods and designs. Types. Sampling methods and applications. Practical problems in sampling and sample size determination.	Class-room discussion. Power-point presentation. Group discussion. Lab Session on sample size determination (Use of Microsoft Excel 10-13).  Assignment # 1 preferably on either research designs or sampling.	70 minutes of one Session and a half of the next Session. (70 + 35 minutes)
2	Measurement and Scaling	Measurement: Nature, data and other related things. Constructs and operationalization of hypothesis. A brief comment on variables. Measurement scales. Classification and Error. Reliability, Validity and the True Score Theory.	Class-room discussion. Power-point presentation. Lab Session on data reliability and validity test. The use of SPSS for data reliability and validity. Assignment # 2 related to test data validity and reliability by using dummy or fictitious data.	70 minutes of one Session and a half of the next Session. (70 + 35 minutes)
3	The Sources and Collection of Data.	Types and Identification of Data. Methods in data acquisition. Secondary data collection methods and qualitative methods of data collection. The questionnaire design. Experimental research designs. Experiment and Causality? Validity in experimentation. Internal and External validity. A classification of Experimental designs.	Classroom discussion. Power-point presentation. Students' presentations. This will meet with cooperative learning objective.  Assignment # 3 Group presentation on Research Designs.	70 minutes of 2 Sessions. (70+ 70 minutes = 140 minutes).
4	Basics of Data Envelopment Analysis* * This unit is expected to be discussed at a greater length in	Nature and Purpose. It's a part of LP with given constraints. Optimization: Maximization and Minimization Solutions. Determining efficiency frontier with given inputs	Classroom discussion. Lab Session. Use Microsoft Excel (10 – 13) for basic data envelopment analysis. Use the software R for understanding cost	70 minutes of one Session.



	the Third Term under Operations Research	and outputs	minimization. Assignment may be given on finding out optimum solution by using actual company data on inputs and outputs.	
5	Data Analysis	Creating and editing a data file. Managing data: Listing cases, Replacing missing values, Computing new variables, Recording variables, Selecting and Sorting Cases, Merging Files	Classroom discussion. This entire Unit may be taught by using Microsoft Excel or SPSS updated 18 Version by exploiting Lab Sessions.	70 minutes of one Session and 35 minutes of half a Session.
6	Graphs and Charts: Creating and Editing. Frequencies	Producing graphs and charts. Bar charts, line graphs, Pie charts, Boxplots, Histograms, Scatterplots etc. Frequencies : Bar charts, Histograms, Percentiles etc.	Classroom discussion. Lab Session. Use Microsoft Excel or SPSS update version 18.	70 minutes of one Session and 35 minutes of half a Session.
7	Data Exploration and Examination	Descriptive Statistics. Exploratory Data Analysis. The Means Procedure. A brief account of improvement and control analysis: Lean Six Sigma Approach: DMAIC(Less weightage should be placed on this point.	For descriptive statistics use Microsoft Excel (10 – 13). OR for descriptive statistics and means procedure use SPSS updated version 18. For DMAIC use Minitab 16 version	70 minutes of one Session and 35 minutes of half a Session.
8	Statistical Inference	Hypothesis Testing concerning means. The T test procedure. The One-way ANOVA Procedure. Non-Parametric Hypothesis Testing. CROSSTABULATION and Chi-square analysis	Class-room discussion. Lab Session using SPSS for T test, ANOVA and Chi-square Analysis.	70 minutes of two Sessions. The total time duration is 140 minutes.
9	Measures of Association	The Correlation Analysis. Interpretation of Pearson and Spearman Correlation Coefficients. Bivariate Correlation. The Regression Analysis. Simple Linear Regression. The Regression Equation. The amount of variance explained. Curvilinear relationships. Interpretation of Outputs.	Class-room discussion. Lab Session. Use of SPSS software; updated version 18.	70 minutes of two Sessions.
10	Non-parametric	Nature of non-parametric	Class-room discussion on	70 minutes of two

	Measures	data. Categorical data analysis. Different non-parametric procedures. Mann-Whitney Rank-Sum Test, The Wilcoxon Matched- Pairs Signed Ranks Test, The Kolmogorov-Smirnov One Sample Test, The One Sample Chi-Square Test, The Friedman One-way ANOVA.	the nature of non-parametric tests. The Lab Session with the use of SPSS updated version 18.	and a half Sessions.
11	Multivariate analysis: Dependency techniques	Multiple regression analysis. The regression equation. The amount of variance explained. Methods for variable selection. Interpretation of Outputs. The Discriminant Analysis. Steps used in discriminant analysis.	Class-room discussion on the nature of discriminant analysis. Use of SPSS with updated version 18.	70 minutes of two and a half Sessions.
12	Multivariate Analysis: Interdependency techniques.	Factor Analysis. The Correlation Matrix. Factor Extraction. Factor Selection and Rotation. Interpretation of output. The Cluster Analysis. Hierarchical Cluster analysis. Procedures for Cluster analysis. Interpretation of output.	Class-room discussion on the nature of data interdependency. The Lab Session through the use of SPSS updated version 18 for factor and cluster analysis.	70 minutes of two and a half Session.
13	Multidimensional scaling.	Introduction. Square Asymmetrical Matrixes with created distances from data. Individual difference models.	Class-room discussion on introduction. Lab Session with the use of SPSS updated version 18.	70 minutes of one Session and 35 minutes of half a Session.
14	Reliability Analysis	Introduction to Reliability. Coefficient Alpha. Split-Half Reliability.	Class-room discussion on introduction. Lab Session with the use of SPSS updated version 18.	70 minutes of one Session and 35 minutes of half a Session.
15	Conclusion	Summary work of what you have learnt. Evaluation and Case Study Research. Steps to understand report preparation. Review of students' projects.	Class-room discussion along with students' group discussion. Case preparation for case study research.	70 minutes of two Sessions.

>> **END**<<

**(Sub: 19) QUANTITATIVE ANALYSIS FOR MANAGEMENT - III**  
**(1.00 CREDIT)**

***Session Plan***

Session 1:	Introduction to OR (Overview and history of OR Models in OR)
Read:	Chapter 1 of the Text Book
Sessions 2-4:	Linear Programming (Concept Model Formulation)
Read:	Chapter 2 of the Text Book
Sessions 5-9:	Linear Programming [Graphical Method; Simplex Method; Maximization Problem, Minimization Problem, (Big M Method)]
Read:	Chapter 3 of the Text Book
Sessions 10-14:	Transportation Model (Formulation, Methods for Finding Initial Solution, Methods for finding Optimal Solution, and Variations in Transportation Problems)
Read:	Chapter 9 of the Text Book
Session 14:	Assignment Model (Concept, Solution Methods and Variations)
Read:	Chapter 10 of the Text Book
Sessions 15-17:	Queuing Theory (Features, Formulation, Classifications, Single/Multiple and Channel Modules)
Read:	Chapter 16 of the Text Book
Sessions 18-19:	Critical Path Analysis (PERT / CPM) (History, Areas of use of the concept, Basic Difference between PERT and CPM, Network Building, Critical Path, Probability Aspects, Project Crashing)
Read:	Chapter 13 of the Text Book
Sessions 20-21:	Decision Theory & Decision Trees (Types of Decision Making, Decision Trees)
Read:	Chapter 11 of the Text Book
Sessions 22-23:	Theory of Games (Types of games, Pure and Mixed Strategies, Rules of Dominance, and LP Approach)
Read:	Chapter 12 of the Text Book
<b>Sessions 24-26:</b>	<b>Replacement Models</b> (Types of Failures, Individual and Group Replacements)
Read:	Chapter 17 of the Text Book
Sessions 27-29:	Inventory Control (Meaning of inventory and inventory control, Types of Inventory, Costs for Inventory decisions, Reasons for carrying inventory, ABC Analysis, Economic Order Quantity (EOQ), Lead Time, Safety Stock, Replenishment Methods : Re-order Level, Two-Bin-Quantity, Review System)
Read:	Chapter 14 of the Text Book
Session 30:	Simulation (Simulation Process, Application in Inventory, Queuing, and Investment Problems)
Read:	Chapter 19 of the Text Book

>> **END**<<

**(Sub: 20) RETAILING MANAGEMENT**  
**(1.00 CREDIT)**

Session Plan

**Session 1:** World of Retailing–Global Scenario–Retail Function–Size of Industry–Retail Formats

**Read** : Chapter 1 of Retailing Environment & Operations by Andrew J.Newman & Peter Cullen

**Exercise:** Chapter 1 to 1.5

**Session 2/3:** Structural Change in Retail Environment (Indian Retail Scenario) Organized Retailing and Growth Drivers

**Read** : Chapter 2

**Read** : STP Chapter – Consumer Behavior by Schiffman

**Survey** : Monthly Consumption Expenditure of Indian Family

**Session 4 :** Market Structure and Control

**Read** : Chapter 3

**Exercise** : Debate on FDI

**Session 5 :** Dealing with Booms and Slumps

**Read** : Chapter 4

**Exercise** : Inflation with reference to stock range of a store.

**Session 6/7:** Setting up of a new store

**Read** : Chapter 5

**Exercise** : Capital Requirement

**Session 8/9:** The CUSTOMER

**Read** : Chapter 6

**Case Study** : Observing Customer

**Session 10 :** MERCHANDISING

**Read** : Chapter 7

**Exercise** : Company wise Price List, Category wise SKU

**Session 11/12:** Markup, Margin, Pricing, Stock Turn, Stock Productivity, Gmroi

**Read** : Chapter 8

**Session 13 :** Promoting the Store

**Read** : Chapter 9

**Session 14 :** Store Location and Market Potential

**Read** : Chapter 10

**Exercise** : Home Work

**Session 15 :** Store Design and Layout

**Read** : Chapter 11  
**Exercise** : Preparation of Planogram  
**Session 16** : Visual Merchandising  
**Read** : Chapter – 11.5  
**Session 17** : CheckOut Management  
**Read** : Handout  
**Study** : Study visit to stores  
**Session 18** : Customer Service Management ( CSM )  
**Read** : Chapter 12  
**Exercise** : Customer Mix Analysis  
**Session 19** : Services Retailing  
**Read** : Chapter 13  
**Session 20** : Business Operations and Financial Development  
**Read** : Chapter 14  
**Session 21/22**: Logistics and Supply Chain Management  
**Read** : Chapter 15 and Chapter of Berry Burman  
**Session 23/24**: Category Management  
**Read** : Chapter 16  
**Exercise** : Make presentation – Home work.  
**Session 25** : People in Retailing  
**Read** : Chapter 17  
**Session 26** : Non-Store Selling  
**Read** : Chapter 18  
**Session 27** : Globalisation  
**Read** : Chapter 19 and International Retailing by McGoldrick.  
**Session 28** : Supervision  
**Read** : Chapter 4.18 of Mr.S.C.Misra  
**Session 29/30**: Review of Retailing and Project Report  
**Read** : Chapter 20

>> **END**<<

**(Sub: 21) RURAL DEVELOPMENT**  
**(0.5 CREDIT)**

**Session Plan**

**Sessions 1-2** : Broad Contours of Development: Millennium Development Goals (MDG)  
Introduction to Sustainable Development goals (SDG), focus of GoI On development,  
Global and Indian context.

**Sessions 3-5: Rural Society and Polity**

- (ix) Introduction : Meaning of Rural
- (x) Rural Social Stratification – Case System
- (xi) Rural Class Structure and Change
- (xii) Socio-Cultural Changes
- (xiii) Land Reforms
- (xiv) Green Revolution
- (xv) Farmers’ Movement
- (xvi) Caste and Politics
- (xvii) Dalit Politics/Movement

**Sessions 6-7: Rural Production Systems and Livelihoods**

Livelihood and Resources Concepts

(i) Understanding Rural Livelihood Systems and its Implications for  
Rural Development

(ii) Agro-Climatic Resources of India

Sustainable Production Systems

- (iii) Agriculture
- (iv) Horticulture
- (v) Animal Husbandry and Dairying
- (vi) Fisheries
- (vii) Forests
- (viii) Non-Farm Sector

(Notes and Reprints – tailor-made for the module)

**Sessions 8-10: Alternative Approach to Rural Development**

State-led Rural Development Interventions

- (i) Food Security/Income Generating Wage Employment Programmes
- (ii) Education/Health Care Programmes

Alternative Approach to Rural Development

- (i) Concepts and Issues in Participatory Development
- (ii) Role of NGOs/Co-operatives/Panchayati Raj Institutions
- (iii) NGOs as Agents of Change/Operation Flood/Micro-credit for Rural Poor

Contemporary Issues in Rural Development

- Population and Poverty : Whose Dilemma?
- Sustainable Development

**Sessions 11-15: Practical visits and Field Report Presentation**

- a) Watershed Management Project-Hiware Bazaar
- b) Sugar Cooperative Complex-Pravara Nagar
- c) Krishi Vigyan Kendra(ICAR)-Baramati
- d) Agricultural Produce Market Committee-APMC/MSMB
- e) Village and Cottage Industry-SHG(Bank of Maharashtra)
- f) Horticultural Training Centre-Talegaon
- g) Livestock & Dairy Development-Visit to AMUL(NDDDB)Gujarat

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**(Sub: 22) RURAL MARKETING**  
**(1.00 CREDIT)**

**Session Plan :**

- Session 1. : An Introduction to Rural Marketing**  
Page : 1 to 11 ; Concept buildup, Discussion on the BOP Model  
Video Analysis: Rural Network.
- Session 2&3 : Rural Marketing in Development Paradigm**  
Discussion: SEWA, HUL-SHAKTI Page : 17 to 40.  
Case: SELCO :Solar Light for poor (PDF)
- Session 4 : Demand Rural Vs. Urban Profile of Rural Consumers ; Marketing Research in Rural areas**  
New Product Development Page : 42 to 60
- Session 5 : Indicators considered for Rural Markets**  
Market Indices and Rural statistics  
CASE: Lijjat Papad
- Session 6, 7 : Rural Produce (Fruits and Vegetables) for processing**  
Case : Rural Entrepreneur, HOPCOMS, Mahagrapes
- Session 8,9 : Segmenting and Targeting Rural Market**  
Case: Bru Instant Coffee Connect(Pg. 107)
- Session 10-12 : Rural Marketing Insights**  
Market Development for Rural Non-farm Products, NGO,  
Organic Produce and Contract Farming, Shakti Pg. 182-187  
Video analysis: Brands that build India,
- Session 13 : Understanding Buyer Behaviour**  
Rural Consumer Behaviour, Classification  
Case : Shell Foundation
- Session 14 : Urban - Rural Interface**  
Framework for Managerial Action  
Reconfiguring Distribution (p.125) - Rural Promotion
- Session 15, 16: Implementing the Marketing Programme**  
Case : Banascraft (PDF)
- Session 17, 18: Rural Marketing Urban-Rural Interface Market**  
Planning, Product Adaptation  
Case: Clogate Disha Pg.193-196
- Session 19,20 : Segmentation Tools for Rural Markets**  
Market Indices Page 257 to 265
- Session 21, 22 : Rural Innovations, Concept of Social Entrepreneurship**

**Discussions:** Innovation Forum and successful innovations awarded by Bank of ideas and innovation, GoI.

[www.ruralinnovations.gov.in](http://www.ruralinnovations.gov.in)

- Session 23- 25 :** **Visit to APMC, Practical Assignment Presentation by the students**  
Presentation by the students
- Session 26-27 :** **Strategic Issues and new opportunities in Rural Marketing and Cases**  
India warms to Organic Food, Rural Tourism
- Session 28, 29 :** **Rural Innovations, Concept of Social Entrepreneurship**  
CASE : RTNE, Change Maker
- Session 30 :** **ICT initiatives, Revision and Review**  
CASE Study : ITC e-Choupal

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**(Sub: 22) SUPPLY CHAIN MANAGEMENT**  
**(1.00 CREDIT)**

**Session plan:**

- (I) Introduction to Supply Chain Management**  
Session 1 Understanding the supply chain  
Session 2 Achieving strategic fit and scope  
Session 3 SCM Vs. VCM (Value Chain management) in agri-supply chain
- (II) SCM Functions in Agri-Food Sector**  
Session 4-5 Supply chain drivers and metrics  
Session 6 Designing distribution networks and applications to e-business  
Session 7 Network design in the supply chain  
Session 8 Demand forecasting in a supply chain  
Session 9 Aggregate planning in a supply chain  
Session 10 Sales and operations planning  
Session 11 Managing economies of scale in a supply chain  
Session 12 Managing uncertainty in a supply chain  
Session 13 Designing and planning transportation networks
- (III) Management Issues in SCM**  
Session 14 Challenges for post harvest technology in agribusiness chains  
Session 15 Information management in agri-food chains  
Session 16 Strategic response to enhanced food safety and food safety and standards Bill, 2005  
Session 17 Liability and traceability in agri-supply chains
- (IV) Performance Measurement in Agri-Supply Chain Network**  
Session 18 Quantifying the agri-supply chain - An overview  
Session 19 Measuring performance of agri-supply chains - A measurement framework
- (V) Governance Structures in Agri-Supply Chain**  
Session 20 Governance structures in SCM



- Session 21 Making Farmers to work together - Amul
- Session 22 Farmer producer organizations (FPOs) - Linking small farmers to modern retail through producer organizations, SHGs
- Session 23 ITC e-Choupal
- Session 24 Campbell Soup Co.: a leader in continuous replenishment innovations
- Session 25 Barilla Spa: *Just In Time Distribution* (JITD)
- Session 26 McDonald's India optimizing the French fries supply chain

**(VI) Policy and Regulatory Issues in Agri-Supply Chain**

- Session 27 Public policy issues in supply chain management and APMC Act 2003
- Session 28 Contract farming & warehousing receipt system
- Session 29 National Agriculture Market (NAM)

**(VI) Class presentation/assignment**

- Session 30 Design a supply chain for a food product (Around 3-4 Sessions)

>> **END**<<