

**MBA**  
IN  
RURAL INDUSTRIES  
MANAGEMENT

SYLLABUS  
(I - IV Semester)  
(with effect from July 2011)

DEPARTMENT OF RURAL INDUSTRIES  
AND  
MANAGEMENT  
GANDHIGRAM RURAL INSTITUTE  
(DEEMED UNIVERSITY)  
GANDHIGRAM – 624 302  
DINDIGUL DISTRICT, TAMIL NADU

**MBA- Rural Industries and Management (Regular)**  
**Four Semester Programme-Curriculum Outline**

Course Code	Name of the Course	No. of Credit	Field Practical	Duration of Exams Hours	Lecture Hrs/Week	Evaluation		
						CFA%	ESE %	Total Marks
<b>Semester I</b>								
1.1	Management Thought and Process	4+0	-	3	4	40	60	100
1.2	Managerial Economics	4+0	-	3	4	40	60	100
1.3	Accounting for Management	4+0	-	3	4	40	60	100
1.4	Organizational Behavior and Organizational Design	4+0	-	3	4	40	60	100
1.5	Introduction to Computers and SPSS (Theory and Practical)	2+2	2	3	4	40	60	100
1.6	Entrepreneurship	4+0	-	3	2	40	60	100
1.7	Rural Development Issues	4+0	-	3	4	40	60	100
1.8	VPP / VSR	0+4	4	-	4	100	-	100
<b>Total</b>		<b>26+6</b>	<b>6</b>		<b>-</b>	<b>380</b>	<b>420</b>	<b>800</b>
<b>Semester II</b>								
2.1	Human Resource Management	4+0	-	3	4	40	60	100
2.2	Marketing Management	4+0	-	3	4	40	60	100
2.3	Financial Management	4+0	-	3	4	40	60	100
2.4	Research Methodology	4+0	-	3	4	40	60	100
2.5	Business Environment and Policy	4+0	-	3	4	40	60	100
2.6	Strategic Management	4+0	-	3	4	40	60	100
2.7	Management Information System	4+0	-	3	4	40	60	100
<b>Total</b>		<b>28+0</b>		<b>-</b>	<b>-</b>	<b>280</b>	<b>420</b>	<b>700</b>
2.8	Summer Training (four weeks during summer) – The course will be evaluated and included in third semester grade statement			-	-	100	-	100
<b>Semester III</b>								
<b>Department Specialization: Rural Industries Management</b>								
3.1	Operations Management	4+0	-	3	4	40	60	100
3.2	Inter Departmental elective (Project Management for Rural Industries)	4+0	-	3	4	40	60	100
3.3	Technology Management for Rural Industries	4+0	-	3	4	40	60	100
3.4	Project Management for Rural Industries	4+0	-	3	4	40	60	100
3.5	Specialization Industry (Theory)	4+0	-	3	4	40	60	100
3.6	Specialization Industry (Practical)	4+0	-	3	4	40	60	100
3.7	VPP / VSR	0+4	4	-	-	100	-	100
3.8	Summer Training Evaluation	0+4	4			100	-	100
<b>Total</b>		<b>24+8</b>	<b>8</b>			<b>440</b>	<b>360</b>	<b>800</b>

Course Code	Name of the Course	No. of Credit	Field Practical	Duration of Exams Hours	Lecture Hrs/Week	Evaluation		
						CFA%	ESE %	Total Marks
Semester IV . <b>Specialization 2. Functional Areas of Management (any one of the areas)</b>								
<b>4.1</b>	<b>Human Resource Management</b>							
4.1.1	Management of Industrial Relations	4+0				40	60	100
4.1.2	Legal Framework Governing Human Relations	4+0				40	60	100
4.1.3	Management Training and Development	4+0				40	60	100
4.1.4	Human Resource Planning and Development	4+0				40	60	100
<b>4.2</b>	<b>Marketing Management</b>							
4.2.1	Consumer Behaviour	4+0				40	60	100
4.2.2	Services Marketing	4+0				40	60	100
4.2.3	International Marketing	4+0				40	60	100
4.2.4	Management of Retail Business	4+0				40	60	100
<b>4.3</b>	<b>Financial Management</b>							
4.3.1	Management of Financial Services	4+0				40	60	100
4.3.2	Project Planning Analysis and Management	4+0				40	60	100
4.3.3	Management of Financial Institutions	4+0				40	60	100
4.3.4	Management of Micro Finance	4+0				40	60	100
4.5	Internship 2 weeks *	0+4	4					100
4.6	Project 2 weeks*	0+4	4	-	-			100
		<b>16+8</b>	<b>8</b>	-	-	<b>160</b>	<b>240</b>	<b>600</b>

**\* For evaluation of internships and project work the following criteria will be adopted.  
30 marks for internal evaluation and 30 marks for external evaluation and 40 marks for Joint Viva –Voce of the report**

## SEMESTER I

### 1.1 MANAGEMENT THOUGHT AND PROCESS

(Course Code: 1.1 Credit 4 + 0 Marks: 100)

#### Objectives1

On completion of the course the students will be able to:

- Gain knowledge on the history and fundamental concepts of management and administration; and
- Gain knowledge on the functions of management;

#### Content

**Unit 1 Development of Management Thought:** pre-scientific management era – Human relations era – Social science era – Management science era – Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Peter F. Drucker – Definition of administration and management – basic principles and process of management.

**Unit 2 Decision Making and Planning:** Decision making: Meaning and importance, approaches to decision making, steps in decision making – Planning: Meaning and importance – types of planning – groups of various types of plans – steps in planning, policy making - importance of policies – types of policies – principles of policy making – policy formulation and administration – basic areas of policy making.

**Unit 3 Organizing:** Forms of organization: formal and informal – departmentalization – Staffing: nature and purpose of staffing, importance, components – Direction - function - leadership styles and functions.

**Unit 4 Coordination:** Need and importance – Types of coordination and interdependence / coordination: pooled, reciprocal, sequential – Principles of coordination – approaches to achieving effective coordination – problems of coordination.

**Unit 5 Controlling:** Control: meaning, definition and importance – Span of control – Types of control – Steps in controlling – Planning Vs Control – Integrated control system and its relevance – Management audit.

#### References

1. James A.F. Stoner, R. Edward Freeman, and Daniel R.Gilbert, **Management**, Pearson, New Delhi, 2005.
2. Lewis A. Allen, **Management and Organization**, McGraw Hill Publications, Tokyo.
3. Earnest Dale, **Management Theory and Practice**, McGraw Hill Publications, Tokyo.
4. P.C. Thripathy and P.N. Reddy, **Principles of Management**, Tata McGraw Hill, New Delhi, 1992.
5. Heinz Weibrich and Harold Koontz, **Management**, Schaum Division, McGraw Hill, Inc., New Delhi, 1993.
6. S.K. Kapur, **Principles and Practice of Management**, S.K. Publishers, New Delhi, 1994.
7. Prasad, **Principles and Practice of Management**, S. Chand & Co, Delhi,
8. Stephen P. Robbins and Mary Coulter, **Management**, Prentice Hall of India, New Delhi, 2004.
9. George R.Terry and Stephen G.Franklin, **Principles of Management**, AITBS, Publishers and Distributors, New Delhi, 2005.
10. Heinz Weibrich and Harold Koontz, **Management: A Global Perspective**, McGraw Hall, New York, 1993.

## **1.2 MANAGERIAL ECONOMICS**

(Course Code: 1.2 Credit 4 + 0 Marks: 100)

### **Objective**

On completion of this course the students will be able to:

- Understand the economic fundamentals as an aid to management decision making under given environment.

### **Content**

**Unit 1 Introduction to Managerial Economics :** Nature and Scope of Managerial Economics – Role and responsibilities of Managerial Economists – Micro Economics and Managerial Economics – Basic concepts of Managerial Economics – Objectives of a firm.

**Unit 2 Demand Analysis and Theory of Consumer Choice:** Individual and market demand functions – Law of demand, determinants of demand, Elasticity of demand – Using elasticity of demand in managerial decisions - Demand Forecasting, Methods of demand forecasting for new products and established products – Law of Supply and Elasticity of Supply-Cardinal utility approach-Indifference curve approach-Revealed Preference Theory of consumer choice.

**Unit 3 Production Theory:** Production function – Types of production function, Isoquant approach, Cobb – Douglas production function and its properties – Law of variable proportions – Law of returns to scale - Economies of scale, short run and long run cost function - nature, shape and inter relationship- Break Even Analysis - Linear Programming (graphical method) - Input - Output Analysis.

**Unit 4 Market Structure and Price Determination under different Market Conditions:** Characteristics of different market structures - price determination in short run and long run under Perfect competition, Monopoly, Monopolistic Competition and Oligopoly.

**Unit 5 Managing Business:** Business Cycle, features and phases of Business Cycle – inflation and Deflation - Factors causing Inflation and Deflation – Measures to control Business Cycle and inflation.

### **Reference**

1. Baumol William. J, **Economic Theory and Operations Analysis**, Prentice Hall, London, 1973.
2. Dean Joel, **Managerial Economics**, Prentice Hall, Delhi, 1951.
3. Goplakrishna.D., **A Study in Managerial Economics**, Himalaya Publishing House, Mumbai, 1994.
4. Haynes, W.W., and Henry, W.R., **Managerial Economics: Analysis and Cases**, Business Publication, Davas, 1974.
5. Varian, H.R. **Intermediate Microeconomics, Norton, New York, 1993.**
6. Varshney R.L., and Maheshwari K.L., **Managerial Economics**, Sultan Chand and Sons, New Delhi, 2006.
7. Hagul,D.C., **Managerial Economics – Analysis for Business Decisions**, Longsasan, London, 1969.
8. Ahuja, H.L., **Managerial Economics – Analysis if Managerial Decision Making**, S.Chand and Company Ltd., New Delhi, 2007.
9. Jhingan, M.L..., and Stephen, J.K., **Managerial Economics**, Vrinda Publications (P) Ltd., New Delhi, 2006.
10. Nemmers, Erwin Esses, **Managerial Economics, Text and Cases**, John b & sons, New York, 1967.

## **1.3 ACCOUNTING FOR MANAGEMENT**

(Course Code: 1.3 Credit 4 + 0 Marks: 100)

### **Objective**

On completion of this course, the students will be able to:

- understand the fundamentals of accounting
- impart skills in understanding financial statement and to make appropriate financial decisions
- to assess the financial position and performance of the business

### **Content**

**Unit 1 Accounting and its functions:** Accounting concepts, standards and systems – Principles of Double entry book keeping system – Account books and ledgers – computerized accounting system.

**Unit 2 Trial balance** – the objects and scope – Preparation of final accounts – construction and analysis of profit and loss Account and Balance Sheet.

**Unit 3 Analysis and Interpretation of Financial Statement:** Concept – Tools for financial statement - Analysis: Comparative and commonsize statements – Ratio analysis – Flow statements.

**Unit 4 Cost Accounting:** Concept, Objectives – Types of cost – Cost systems – Costing technique – historical costing, absorption costing, marginal costing, standard costing.

**Unit 5 Budgeting control:** Concept. Uses and limitations of budget and budgetary control – Types of budget – Functional budget – Fixed and flexible budget – Zero-based budgeting.

### **Reference**

1. Ghosh: T.P; '**Fundamentals of Accounting**', S. Chand & Co, New Delhi
2. Bhattacharya.S.K. and John Dearden; '**Accounting for Management**' Text and cases; Vani Book House, New Delhi; 1984.
3. Hingorani & Ramanthan, '**Management Accounting Problems and Solutions**'; S.Chand & Co; 2003.
4. Horngren, Charles, T.; '**Introduction to Management Accounting**', Prentice Hall of India, 1984.
5. Vij. Madhi, '**Financial and Management Accounting**', Anmol Publications, New Delhi 1997.
6. Khan & Jain: '**Management Accounting**', IV Edition, Tata McGraw Hill Publications, New Delhi, 2002.
7. Murthy; '**Cost Analysis for Management Decisions**, Tata McGraw Hill Publications, New Delhi, 2002.
8. Ghosh. T.P., '**Fundamentals of Management Accounting**, Excel Books, 2003.
9. Anthony A.Atkinson, Robert S.Kaplan and S.Mark Young, '**Management Accounting**, Pearson Prentice Hall, 2005
10. Nitin Balwani, '**Accounting and Finance for Management**, Excel Books, New Delhi, 2000.

## **1.4 ORGANISATIONAL BEHAVIOUR AND ORGANISATIONAL DESIGN**

(Course Code: 1.4 Credit 4 + 0 Marks: 100)

### **Objective**

On Completion of this course, the student will be able to

- understand the conceptual framework of organizational behaviour and various organizational Designs

### **Content**

**Unit.1 Organizational Behaviour:** Concept and theories of organization, organizational characteristics- organization structure and design, environment and technology, Organizational culture and behaviour, Relationship between management and organizational behaviour - Emergence and ethical perspective.

**Unit.2 Individual Behaviour:** Attitudes, Perception; Learning; Personality, Maturity characteristics, goal and role conflict, frustration, stress, alienation, organization, behaviour modification, theory X, Y and Z.

**Unit.3 Motivation:** process of motivation; Theories of motivation – Maslow's need hierarchy theory, Herzberg's two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stancy Adams equity theory.

**Unit.4 Group Dynamics and Leadership:** Group dynamics – types, group formation, development, and composition - group think - group performance factors; group cohesiveness, team building, group decision making - Inter personal communication, superior- subordinate communication, TA, Power and politics.

**Leadership:** Leadership styles and theories – trait theory, Behavioral theory, Fielder's contingency theory; Harsey and Blanchard's situation theory; Managerial Grid; Likert's four systems of management leadership.

**Unit.5 Conflict Resolution:** Dynamics and management; sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; functional and dysfunctional organisational conflicts; resolution of conflict, the Johari window Model - Life position.

**Organisational change and development:** concept, need for change, resistance to change; theories of planned change; organizational diagnosis; its intervention.

### **Reference**

1. Davis Ketih, **Human Behaviour at Work**, 1993.
2. Gregory Moorhead and Griffin, Ricky W: **Organisational Behaviour**, Houghton Mifflin Co., Boston, 2000.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, **Management of Organisational Behaviour: Utilizing Human Resources**, Prentice Hall, New Delhi, 1993.
4. Luthan, Fred, **Organisational Behaviour**, McGraw Hill, New York, 2005.
5. Robbins, Stephen P and Mary Coulter, **Management**, Prentice Hall, New Delhi, 1998
6. Robbins, Stephen P, **Organsitional Behaviour**, Prentice Hall, New Delhi.
7. Steers, Richard M. and J Stewart Black, **Organisational Behaviour**, Harper Collins College Publishers, New York, 1991.
8. Sukla, Madhukar, **Understanding Organisations: Organisation Theory and Practice in India**, Prentice Hall, New Delhi, 1994.

## **1.5 INTRODUCTION TO COMPUTERS AND SPSS (THEORY AND PRACTICAL)**

(Course Code: 1.5 Marks: 100) (2+1 Credits)

- Unit 1:** Computer: Definition – anatomy of a computer - generations of Computers - types of computers-storage devices: Floppy disk-hard disk-optical disk – computer terminologies-input and output devices.
- Unit 2:** Introduction to windows: Using mouse-icons-files and folders-creating-copying-moving-deleting and renaming-searching.
- Unit 3.** SPSS overview-Data files – Data editor –Entering data-Editing data-Data transformation.
- Unit 4.** File handling and file transformation-Working with output-Viewer-Draft viewer-Pivot tables-Frequencies- Descriptives-Crosstabs.
- Unit 5.** Summarize – Means-OLAP cubes- T- tests - One way analysis of variants-Linear regression - Multiple response analysis-Overview of chart facility.

### **Reference Books:**

1. PC Software for Windows, R.K. Taxali, Tata-McGraw Hill publishing, New Delhi.
2. SPSS Manual



## **1.6 ENTREPRENEURSHIP**

(Course Code: 3.2 Credit 4 + 0 Marks: 100)

### **Objectives**

On completion of this course the students will be able to:

- acquire theoretical knowledge in entrepreneurship development;
- develop aptitude and skills in identifying and selecting business ventures;
- prepare a project proposal for funding.

### **Content**

**Unit 1: Concept of Entrepreneurship** – Entrepreneurship as a Career –Entrepreneurial traits, types; Innovation and Entrepreneurship – Theories of Entrepreneurship Development – Knowledge, Skill required for an Entrepreneur – Development of Women Entrepreneurs-Prospects and Problems of Entrepreneurship in Rural Sector – Entrepreneurship: Growth and trends in India since 1950s.

**Unit 2: Entrepreneurial Motivation and Competencies** – Motivation Theories, Factors Motivating Achievement – Major Entrepreneurial Competencies, Developing Competencies – Experiences with Entrepreneurship Development Programme in India: Planning, Implementation and Evaluation.

**Unit 3: Identifying and Evaluating Business Opportunities:** Ideas and Opportunities – Sources of new ideas- Problem solving approach for Decision Making – Feasibility study on input requirements – Source and Criteria of financing – Fixed and working capital assessment – Human Resource Mobilization - Technical Assistance – Marketing Assistance – Legal formalities and Growth Strategies – Documentation.

**Unit 4: Critical Analysis:** Critical aspects in the Financial, Marketing, Organization Plans, Product launching-Monitoring and Evaluation of Business-Preventing Sickness and Rehabilitation of Business Units.

### **Unit 5: Practicals on:**

- I. Preparing a business plan
- II. Developing Case Studies on Micro- enterprises (success/failure) in rural areas.

### **Reference**

1. Shukla M.B. **Entrepreneurship and Small Business Management**, Kitab Mahal, 2003, Agra.
2. Ashis Gupta **Indian Entrepreneurial Culture**, Wishwa Prakashan Ltd., Surrey, UK.,1994.
3. Colombo Plan **Entrepreneurship Development**, Staff College Tata McGraw-Hill, New Delhi, 1998 for Technician Education
4. Malli D.D. **Training for Entrepreneurship and Self-Employment**. Mittal, New Delhi, 1999
5. Khanka S.S. **Entrepreneurial Development**, S Chand & Co., New Delhi
6. Batra G.S. **Development of Entrepreneurship**, Deep & Deep, Delhi, 2002.
7. Dhameja S.K. **Women Entrepreneurs : Opportunities, Performance, Problems**, Deep & Deep, Delhi, 2002.
8. Clifton, Davis S and Fyfe, David E. **Project Feasibility Analysis**, John Wiley, New York, 1977.
9. Desai., A.N **Entrepreneur & Environment** Ashish, New Delhi, 1990.
10. Drucker, Peter **Innovation and Entrepreneurship** Heinemann, London.
11. Jain Rajiv **Planning a Small Scale Industry: A Guide to Entrepreneurs**, S.S. Books, Delhi, 1984.
12. Kumar.S.A. **Entrepreneurship in Small Industry**, Discovery, Delhi, 1990.
13. McClelland. D C **Motivating Economic Achievement**, Free Press, New York, 1969.
14. Pareek Udai Venkateswara Rao.T. **Developing Entrepreneurship – A Handbook on learning systems**, Learning Systems, Delhi, 1978.
15. Subramanian.R. **Rural Entrepreneurship**, Faculty of Rural Development, Gandhigram Rural Institute, 1988.
16. Robert D.Hisrich and Michael P.Paters, **Entrepreneurship**, Tata McGraw hill, New Delhi, 2002.

## **1.7 RURAL DEVELOPMENT ISSUES**

(Course Code:1.7 Credit 4 + 0 Marks: 100)

### **Objective**

On completion of the course the student will be able to:

- understand the concepts and basic theories in rural development
- gain knowledge on various issues in rural development

### **Content**

**Unit.1 Rural Development:** Concepts and Dimensions – rural urban dichotomy – trickle down theory, dualistic theory, Myrada’s backwash effect theory – system approach to Rural Development – strategies and programmes of rural development under Five Year Plans.

**Unit.2 Resources Centred Issues : Population:** Growth of population – Poverty – feminization of poverty – gender and development – HDI – HPI – poverty alleviation measures – changing paradigm – new economic reforms and rural development, social safety nets for poor – Land related issues, water related issues.

**Unit.3 Rural Banking Centred:** Development banking – social banking – banking structure: commercial banks, cooperative, RRBS constraints in credit delivery system - NABARD and rural development – micro finance.

**Unit.4 Infrastructure Centred:** Health, education, sanitation, drinking water, rural connectivity, housing – depletion of natural resources – ground water management.

**Unit.5 Rural Development administration:** New Panchayati Raj System – NGOs in rural development – Information technology and village development – Village Resource Centres, e-governance – people’s participation in rural development – participatory planning / micro level planning.

### **References**

1. Venkata Reddy, K. (2000), **Rural Development in India** – Himalaya Publication House, New Delhi.
2. Maheswari, S. (1985), **Rural Development in India – A Public Policy Approach**, Sage, New Delhi.
3. Hoshier Singh, (1995), **Administration of Rural Development in India**, Sterling, New Delhi.
4. Lalitha, N. “**Rural Development – Trends and Issues**”, Dominant Publisher, New Delhi.
5. M.L.Seth, **Theory and Practice of Planning**, S.Chand & Co., New Delhi, 1987.
6. Katar Singh, **Rural Development : Principles, Policies and Management**, Sage Publication, New Delhi, 1999.

**1.8 VALUES AND SOCIAL RESPONSIBILITIES / VILLAGE PLACEMENT PROGRAMME**  
(Course Code:1.8 Credit 0 + 4 Marks: 100)

**Objectives**

***On completion of the course the students would be able to:***

- Apply appropriate tools and techniques for assessing natural resources and livelihood opportunities.
- Document the local resource based employment and income-Generation opportunities.

**Content**

1. Appraisal and assessment of natural, physical, social, human, financial resources, (Social mapping, Resource mapping, transect, time line matrix ranking)
2. Appraisal and assessment of utilization pattern of different resources – (Venn diagram, linkages, seasonal diagram – causal and impact diagram, focus group discussion).
3. Identification of Livelihood opportunities (Ranking, Scoring, Matrix, Focus group discussion).
4. Documentation of Resources, Skills and livelihood opportunities.

**This is a field based practical course.**

Evaluation will be done by a team of participating Faculty, based on students' participation in field work and its documentation.

## SEMESTER II

### 2.1 HUMAN RESOURCE MANAGEMENT

(Course Code:2.1 Credit 4 + 0 Marks: 100)

#### **Objective**

On completion of this course, students will be able to

- gain knowledge on the concept and function of Human Resource Management

#### **Content**

**Unit 1: Human Resource Management:** Significance – meaning, nature and scope, functions and role of HR Manager – objectives and policies – system approaches to HRM, organizing the HRM Dept. – Human Resource Planning: concept and techniques

**Unit 2: Recruitment and Development Functions:** Job analysis, job description and specification – process of recruitment, selection, placement and induction – training and development, job changes, career planning, promotion, demotion, transfer, separations.

**Unit 3: Compensation Function:** Job evaluation – primary compensation – individual pay determination – incentive compensation: types, advantages, requisites – Wages system in India – wages and incentives, profit sharing, regulation of payment of wages – collective bargaining.

**Unit 4: Maintenance and integration functions:** Administration of welfare, amenities and fringe benefits, reward system, safety and accident prevention, quality circle, employee grievances and their redressal, job satisfaction, quality of work life, knowledge creation and management, industrial relations, role of trade unions, suggestion schemes, administration of discipline

**Unit 5: Audit and control function:** Performance Appraisal – objectives, methods, performance appraisal of managers - Control process, types of control devices, personnel records, personnel audit, human resource accounting, controlling manpower costs – MBO, ratio analysis, cost benefit analysis, cost of recruitment, replacement, turnover, retention, absenteeism – training – personnel productivity, personnel research, human resource information systems.

#### **Reference**

1. Edwin B. Filppo, **Personnel Management**, McGraw Hill Book Company, New Delhi, 1984.
2. Akuja K.K., **Personnel Management**, Kalyani Publishers, New Delhi, 1992.
3. Arun Monappa & Mirza S.Saiyadain, **Personnel Management**, Tata McGraw Hill Publishing Company, New Delhi, 1979.
4. ICA, **Readings in Cooperative Management**, New Delhi, 1977.
5. Miekovich & Boudreau, **Personnel : Human Resource Management**, All India Traveller Bookseller, Delhi, 1990.
6. Pattanayak, Biswajeet, **Human Resource Management**, Prentice Hal of India, New Delhi, 2001.
7. Sivaprakasam, P., **Personnel Management in Central Cooperative Banks in India**, Kanishka Publishers, New Delhi.

8. Sivaprakasam.P, **Women Employees Status and Satisfaction**, Kanishka Publications, New Delhi.

## **2.2 MARKETING MANAGEMENT**

(Course Code: 2.2 Credit 4 + 0 Marks: 100)

### **Objectives:**

On completion of the course, the students:

- have an in-depth knowledge of the various components of marketing and their application in business.

### **Content**

**Unit 1: Meaning and Definition of Marketing:** Importance – Functions – Nature and scope of marketing – Marketing Environment – Market Segmentation – Criteria for market segmentation – Elements of market segmentation – Factors influencing market segmentation.

**Unit 2: Buyer Behaviour and Motivation:** Meaning of buying Motives – Diffusion Process – List of basic needs, Maslow's Hierarchy of needs – Festinger's Theory of Cognitive Dissonance – Stages of and participants in buying process – Techniques of Motivation Research – Sales forecasting – Objectives, importance, Role, Process and Limitations.

**Unit 3: Importance of product:** Classification of goods – Product mix – Product Life Cycle – Product planning – Importance. Pricing Decisions – Objectives and Advantages of Pricing Decisions – Factors affecting pricing decisions – Kinds of Pricing – Process of price Determination.

**Unit 4: Promotion and Distribution Strategies:** – Promotion mix: Components – Advertising ; Personal selling; sales promotion and publicity – Importance of Channels of distribution, Channel –Selection of appropriate channel –Distribution – evaluation.

**Unit 5: Emerging marketing environment in India:** Super Markets – Departmental Stores– Service marketing – Functionaries – Rural Marketing – Marketing Research concepts and Techniques.

### **Reference**

1. Philip Kotler, '**Principles of Marketing Management**', Prentice Hall of India; New Delhi, 1997.
2. Varshney & Gupta; **Marketing Management**, S.Chand & Co, New Delhi
3. Gupta S.L. and Sumitrapal; **Consumer Behaviour**; S.Chand & Co, Delhi
4. Nair Rajan; **Marketing**; S.Chand & Co, New Delhi 2002.

## **2.3 FINANCIAL MANAGEMENT**

(Course Code: 2.3 Credit 4 + 0 Marks: 100)

### **Objectives**

On completion of the course, the students will be able to

- gain knowledge on the fundamentals of financial management covering appraisal of investments and capital structure decision, working capital decision and dividend decisions

### **Content**

**Unit 1: Financial Management:** Concept – Goals – Functions – Concepts of value and return: Time value of money – Compounding and Discounting – Risk and return trade off.

**Unit 2: Investment Decision:** Concept – Nature of Capital Budgeting, Evaluation Techniques, Pay back, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques – Capital rationing – Concept and Measurement of Cost of Capital – Specific and Overall cost of Capital.

**Unit 3: Financial Decisions:** Types and sources of long term capital, Capital Structure – Meaning, financial leverage and operating leverage – Capital Structure theories: Net income approach, Net operating income approach, Traditional approach, MM Hypothesis - Determinants of capital structure.

**Unit 4: Working Capital Management:** Working Capital – Concept, need determinants – estimation of working capital – Components of working capital : Cash, Inventory and Receivables , Working capital financing : Trade Credit, Bank finance and Commercial papers.

**Unit 5: Dividend Decisions:** Issues in dividend policy, Walter's model, Gordon's model M.M. Hypotheses – Objectives of dividend policy – Practical considerations – Forms of dividend.

### **Reference**

1. James C.Van Horne - **Financial Management and policy**, Prentice Hall of India, New Delhi, 1985.
2. Johnson.R.W. – **Financial Management**, Prentice Hall of India, 1986.
3. Brigham.E.F. – **Financial Management – Theory and Practice**, Dryden Press, Illinois 1986
4. Pandey.I.M. – **Financial Management**, Vikas Publishing House, New Delhi, 2006
5. Khan and Jain – **Financial Management**, Tata McGraw Hill, Bombay 2005.
6. Munshi.K.G. – **Financial Management Techniques**, Arina publishers, Delhi
7. Bowlin – **Guide to Financial analysis**, Tata McGraw Hill Bombay 1996.
8. Chandra, Prasanna; **Financial Management Cases**, Prentice Hall, Delhi, 2005.
9. Peterson; **Financial Management and Analysis**, McGraw Hill Publications; New York; 2001.
10. Chandra Prasanna; **Financial Management; Theory and Practice**, Tata McGraw Hill, Publications; New Delhi 1998.
11. V.K.Bhalla, **Financial Management and Policy: Text and Cases**, Anmol Publications, New Delhi, 2006.

12. Maheswari S.N., **Financial Management : Principles and Practice**, Sultan Chand & Sons, New Delhi, 2004.



## **2.4 RESEARCH METHODOLOGY**

(Course Code: 2.4 Credit 4 + 0 Marks: 100)

Course: For M.B.A. Programmes

(Small Business Management, Cooperative Management, Rural Project Management & Rural Industries & Management)

### **Objectives**

On successful completion of this course, the students will be able to:

- Have the basic understanding of the research methodology
- Have an insight into the application of modern analytical tools and techniques for management decision making.

### **Content**

**Unit 1: Introduction:** Research- Nature and scope-definition-objectives-types- Research Ethics, Research skills.

Research Process – Identifying and Prioritizing problems - theoretical framework- Review of literature, variables – its types and measurement of variables - Hypothesis – formulation and testing.

**Unit 2: Research design:** Types – Explorative; Experimental, descriptive, participatory - Cross sectional and longitudinal studies – Case study and survey methods.

**Unit 3: Data Collection:** Sampling and non-sampling techniques - Data collection methods - interview, schedule, Questionnaire, and observation, Online research methods, rating and attitude scales, psychological tests, projective techniques. Validity and reliability of scales, stability measures.

Research Report - Components and format of research report-Reference materials, quotations, bibliography, footnotes, glossary and appendix, dissemination of findings.

**Unit 4: Descriptive Statistics:** Measures of central tendency, dispersion, skewness and kurtosis-Correlation of Analysis, Association of attributes Multiple regressions and correlation analysis, factor analysis: ANOVA SPSS Package and its uses.

**Unit 5: Inferential Statistics:**

Hypothesis testing and Estimation.

Parametric tests: tests of Attributes, Tests of Large samples, Tests of small samples.

Non-parametric tests: Chi – square test, Run test, median test, Mann-Whitney test, Kolmogorov – Smirnov test, rank test.

### **Text Books:**

- 1) Beri G.C., Marketing Research, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000.
- 2) Donald R. Cooper, Business Research Methods, New Delhi: McGraw-Hill International Editions, 1998.
- 3) Gupta S.P. & M.P. Gupta, Business Statistics, New Delhi: Sultan Chand & Sons, 2006
- 4) Hooda R.P. Statistics for Business and Economics, New Delhi Macmillan Ltd., 2003.
- 5) Shajahan Dr. S. Research Methods for Management (Text and Cases), New Delhi: Jaico Publishing House, 2006.
- 6) Krishnaswamy. O.R. Methodology of Research in Social Sciences, Himalaya Publishing House, Bombay 2002.



## **2.5 BUSINESS ENVIRONMENT AND POLICY**

(Course Code: 2.5 Credit 4 + 0 Marks: 100)

### **Objectives**

On completion of this course, the students will be able to

- understand and scan business environment, analyse the opportunities and take decisions.

### **Content**

**Unit.1 Theoretical Framework of Business Environment:** Concept, significance, nature and elements of business environment – internal and external; changing dimensions of business environment; techniques of environmental scanning and monitoring.

**Unit.2 Economic Environment of Business:** Significance and elements of economic environment; economic systems and business environment; Government policies – industrial policy, fiscal policy, monetary policy, EXIM policy - public sector and economic development; development banks and relevance to Indian business - economic reforms, liberalization and structural adjustment programmes.

**Unit.3 Political and Legal Environment of Business:** Critical elements of political environment, Government and business, changing dimensions of legal environment in India: FEMA and Licensing policy, Consumer Protection Act and its allied acts.

**Unit.4 Business and its Socio-cultural Environment:** Business ethics, business and culture, technological development and social change, changing concepts, social involvement and social audit. Social Institutions and systems: social values and attitudes; social groups; dualism in Indian Society and problems of uneven income distribution; Emerging rural sector in India.

**Unit.5 Corporate Social Responsibility:** Nature and Scope, meaning, Social responsibility as social obligation; social reaction and social responsiveness – Responsibility towards shareholders, employees, consumers, government and the community – corporate outreach activities and strategies – study of select cases.

### **Reference**

1. Ahulwalia, I.J., **Industrial Growth in India**, Oxford University Press, Delhi.
2. Ahuja, H.L., **Analysis of Economic System and Macro Economic Theory**, S. Chand & Co., New Delhi, 1986
3. Bhushan, Y.K. **Fundamentals of Business Organisation and Management**, S. Chand & Co., New Delhi, 1995
4. Gupta., D.C., **Indian Government and Policies**, Vikas Publishing, Delhi.
5. Michael, U.P., **Business Policy and Environment**, S.Chand & Co., Delhi.
6. Sampat Mukherji, **Economic Environment of Business**, New Central Book Agency, Calcutta, 1994.
7. .Sivaprakasam.P and Rajmohan.S, **Consumer Empowerment: Right and Responsibilities**, Kanishka Publication, New Delhi
8. Farooq Khan.A., **Business and Society**, S.Chand & Co., New Delhi, 1985
9. Cherunilam, Francis; **Business and Government**; Himalaya Publishing House, Mumbai; 2005.
10. Donnelly, Gibson and Lvancevich, **Fundamentals of Management**, Irwin Mc.Graw Hill, Boston, 10<sup>th</sup> edition, 1998.
11. George G.Brenkert (ed) **Corporate Integrity and Accountability**, Sage Publications, New Delhi.
12. Shaikh Saleem, **Business Environment**, Pearson, Delhi, 2005.



## **2.6 STRATEGIC MANAGEMENT**

(Course Code: 2.6 Credit 4 + 0 Marks: 100)

### **Objective**

On completion of this course the students will be able

- to enhance their decision making abilities in situations of uncertainty and in a dynamic business environment.

### **Content**

**Unit 1: Concept of Strategy :** Defining strategy, levels at which strategy operates, strategic Planning, Strategic Management, Process, Approaches to strategic decision making, Mission and purpose, objectives and goals, Policy, Strategic Business Unit(SBU), **Environmental Analysis and Diagnosis:** Concept of environment and its components; environment scanning and appraisal; organizational appraisal; strategic advantage analysis and diagnosis; SWOT analysis, SAP analysis.

**Unit 2: Strategy Formulation and Choice of Alternatives:** Strategies – modernization, diversification, integration; merger, take-over and joint strategies; turnaround, divestment and liquidation strategies; process of strategic choice – industry, competitor and factors affecting strategic choice; generic competitive strategies – cost leadership, differentiation focus, value chain analysis, bench marking and service blue printing

**Unit 3: Functional Strategies:** Marketing, production / operations and R&D plans and policies – Personnel and financial plans and policies.

**Unit 4: Strategy implementation:** Inter-relationship between formulation and implementation; issues in strategy implementation; Resource allocation. Strategy and structure; structural considerations, structures for strategies; organizational design and change

**Unit 5: Strategy evaluation:** Overview of strategic evaluation; strategic control; techniques of strategic evaluation and control, role of information in strategic control, MIS, MDSS strategic reviews, global issues in strategic management – Strategy audit.

### **Reference**

1. Aswathappa, K., **Business Environment for Strategic Management**, Himalaya Publishing House, New Delhi, 1996.
2. Cherunilam, Francis, **Strategic Management**, Himalaya Publishing House, New Delhi, 2005.
3. Hax-Majluf, **Strategy Concept and Process, Pragmatic Approach**, Prentice Hall, New Delhi, 1988.
4. Hatten – Hatten, **Effective Strategic Management Analysis and Action**, Prentice Hall, New Delhi.
5. Srivastava, R.M., **International Strategic Management**, Himalaya Publishing House, New Delhi.
6. Srinivasan. R., **Strategies Management : The Indian Context**, New Delhi, 2005.
7. Azhar Kazmi, **Business Policy and Strategic Management**, Tata McGraw Hill, New Delhi, 2002.



## **2.7 MANAGEMENT INFORMATION SYSTEM**

(Course Code: 2.7 Credit 4 + 0 Marks: 100)

### **Objectives**

On completion of this course, the students will be able to:

- understand, design and implement managerial information processing systems,
- develop information systems for managerial decision making.

### **Content**

**Unit 1: Management Information System:** Definition, Importance, Systems approach, Role of Management Information system and Management functions – Elements of data processing – Key components of computer systems, conversion of manual to computer based systems, types of computer based applications.

**Unit 2: System Development:** Overview of Systems Analysis and Design – System Development Life Cycle – Designing on line and Distributed environments – Design consideration, Implementation and control of projects.

**Unit 3: Data Base Management:** The business setting, concept of data base, Data base management system, Electronic and Non-Electronic, Data Base Management, Objectives of Data Base Management system, Data base technical overview, Management responsibility.

**Unit 4: Data Communication concepts & Computer Network:** Fundamentals of Data Communication – Hardware and Software requirements – Data Communications protocols; Computer Networks – Definitions and characteristics of LAN and WAN; Network – Topologies and structures; Net Work Management and application of New Works.

**Unit 5: Information system for decision making:** Basic Information system, Decision making management, Information system.

**Designing and Implementing Management Information System:** Steps in Designing MIS, Implementation of MIS and Evaluation of MIS.

### **Reference**

1. Robert G. Murdick, - et.al., **Information systems for modern management**, Prentice Hall of India Pvt. Ltd, New Delhi.
2. Gorden B. Davis – **Management Information systems: Conceptual Foundation, Structure and Development**, McGraw Hill & Co, New Delhi.
3. Burch. Jr. Jehn, G., - et.al., 1979, **Information systems: Theory and Practice** (Second Edition) John Wiley and Sons, New York.
4. Kaker & Sharma –, **Introduction to computers systems and applications**, Himalaya Publishing House, Bombay1995.
5. Goyal G.P.– **Management Information System (MIS) Concept and applications** – Deep and Deep Publishers – New Delhi1994.

## **2.8 SUMMER TRAINING**

(Course Code:2.8 Credit 0 + 8 Marks: 100)

The summer Training will be for a period of four weeks. Each student will be attached to an industrial unit so as to get practical exposure and training in various functional areas of management. The training will be supervised by the Guru concerned and the student has to submit reports based on the experience gained during summer training. The assessment will be made by the internal staff.



## Semester III

### Department of RIM

### Department Specialization

### 3.1 OPERATIONS MANAGEMENT

(Course Code: 3.1 Credit 4 + 0 Marks: 100)

#### Objective

This course will make the students (i) to acquaint the concept of operation methodologies relating to production plants service organization; (ii) concepts related to industrial engineering.

**Unit 1:** Management of Production systems and types - Principles of scientific management, productivity concept and measurement - Product engineering – production life cycle – value engineering – simplification – standardization and diversification.

**Unit 2:** Work study – Method study, Principles of motion economy Ergonomics –time study, work sampling PMTs - Plant location and layout – Plant Location – factors; basic models – Plant layout – types of travel charts-material handling

**Unit 3:** Importance and functions of materials management in industries – purchasing methods – Stores Management - Bill of materials – inventory management, order – level order – quantity, q system – p system and mini max system and selective inventory control – JIT techniques

**Unit 4:** Production planning and control – Routing – Loading – scheduling – dispatching and follow up - Use of Gantt charts - Quality control – statistical quality control techniques and, acceptance sampling

**Unit 5:** Case studies in production planning and control. Industrial Laws – Factory act, Workmen's compensation act. labour welfare acts, pollution control acts.

#### References

1. Gopalakrishnan, P. and Sundaresan M. '**Material Management**' - An integrated Approach, Prentice Hall of India, New Delhi 1978.
2. Khanna.O.P. '**Industrial Engineering and Management**' text and cases, Dhanpat Raj, Delhi 1983.
3. Shore B., '**Operations Management**', Mc. Graw Hill (TMH) New Delhi 1973.
4. Juran D.M. and F.M. Gryna, '**Quality, Planning and Analysis**', Tata McGraw Hill, New Delhi 1980.
5. Elsayed.E.A and T.O. Boucher, '**Analysis and Control of Production System**', Prentice Hall, Englewood cliffs, 1985.
6. Chary.S.N. '**Production Operations Management**' Tata Mc.Graw Hill Publishing Company Ltd, New Delhi 1998.
7. Varma.M.M. '**Materials Management**'; S.Chand & Co, New Delhi, 2002.
8. Sharhmey; '**Productivity Management: Concepts and Techniques**'; Tata Mc.GrawHill Co; New Delhi; 2000.
9. Juran; '**Quality Planning and Analysis: III edition**' Tata Mc.Graw HillCo; New Delhi 2002

## **3.2 PROJECT MANAGEMENT FOR RURAL INDUSTRIES**

(Course Code: 3.2 Credit 4 + 0 Marks: 100)

### **Unit 1: Project and Project Management**

Meaning and Definitions of Project – Characteristics of Project – Types of Project – Life Cycle of Project – Concept of Project Management – Phases of Project Management.

### **Unit 2: Project Planning and Network Analysis**

Meaning, Definitions and Importance of Project Planning, Project Planning Techniques: Project Matrix-Gantt Chart a- SWOT Analysis. Meaning, Objectives and Advantages of Network Analysis, Programme Evaluation and Review Technique (PERT) – Critical Path Method (CPM).

### **Unit 3: Project Information System**

Concept of Project Information System – Elements of Project Information System – Types of Information – Objectives of Project Information System – Characteristics of Successful Project Information System – Project Information Report.

### **Unit 4: Project Monitoring and Evaluation**

Concept of Project Monitoring, Steps and areas in Project Monitoring – Concept of Project Evaluation – Purpose of Project Evaluation – Steps of Project Evaluation-Stages of Project Evaluation-Methods of Project Evaluation.

### **Unit 5: Project Audit**

Concept of Project Audit – In Process Project Audits – Post – Project Audits – Performance Appraisal: Team Evaluation, Techniques for Evaluation of Performance of Team Members and Performance Review.

### **Suggested Readings:**

1. Goel B.B., Project Management-a Development Perspective, Deep or Deep Publishers, New Delhi.
1. Gary R. Heerkens, Project Management, Tata McGraw Hill, New Delhi.
2. Choudhury S., Project Scheduling and Monitoring in Practice, South Asian Publishers, New Delhi.
3. Mattu P.K., Project Formulation in Developing Countries, MacMillan Company of India Limited.
4. Little I.M.D. and Mirrless J.A., Manual of Industrial Project Analysis, Paris Organization for Economic Co-Operation and Development – 1969.

### **3.3 TECHNOLOGY MANAGEMENT FOR RURAL INDUSTRIES**

(Course Code: 3.3 Credit 4 + 0 Marks: 100)

- Unit 1:** Technology Management – Meaning and Scope – Basic concepts – Factors influencing Technology Management process, Dimensions of Technology Management; Innovation and Invention.
- Unit 2:** Technology Forecasting – Methods – Generation and Development – process – Transfer of Technology – modes – Appropriate Technologies – Its relevance to Rural Industrial Projects
- Unit 3:** Technology Absorption – concepts, process and constraints; Benefits. Technology Assessment – methods and management; Technology Evaluation and its parameters.
- Unit 4:** (a) Technology Diffusion – meaning, Importance and activities  
(b) Science and Technology organizations in India – Their role and scope of Technology missions – consultancy organizations ITCOT, ELCOT etc.  
(c) Incubation and Science and Technology parks in India.
- Unit 5:** a). Financing of S & T projects – Development Financing institutions; KVIC, NABARD, DST, CSIR, DBT, NRDC etc., “Central Silk Board, Textile Committee. Venture capital – working capital and capital markets. Evaluation methods of financial outlay.  
b). Science and Technology Manpower – Need and scope – S & T training organizations in India and abroad.

#### **References**

1. Fredric Betz; Managing Technologies: Innovation and Concepts Research; Prentice Hall Inc, New Delhi 2003.
2. Daniel L. Babcock and C.Morse; Managing Engineering and Technologies; Prentice Hall India Pvt. Ltd., New Delhi. 2006.
3. Jam, Asok, S. Pruthi, K.C.Garg, S.Anabi: Indicators of India; Science & Technology segment Books, Sage Publications.1996.

### **3.4 & 3.5 SPECIALIZATION INDUSTRY (THEORY & PRACTICAL)**

(Course Code: 3.4 Credit 4 + 4 Marks: 100)

Candidates are to choose one of the following specialization industry

#### **List of Specialization Industry**

1. Garment Technology
2. Bakery & Confectionery
3. Preservation of fruits and vegetables
4. Processing of cereals and pulses
5. Detergent soap Industry
6. Handmade paper Industry
7. Knitting
8. Home Textiles
9. Silk Technology
10. Quality Control and merchandising
11. Beekeeping and Honey processing
12. Oil Industry
13. Paper and paper products
14. Brick Industries

## **1. GARMENT TECHNOLOGY**

### **Theory**

- Unit 1:** Basic tools, their uses, care operation and maintenance of garment making machines – Basic and decorative stitches, seams and hem, finishes – Temporary and permanent stitches.
- Unit 2:** Main parts of the sewing machine, oiling, cleaning and adjusting machine faults – selection of fabrics, their kind and quality, tests and color fastness. Their standard widths, drafting and cutting of garments.
- Unit 3:** Study of human figures and standard sizes, comparison of male and female. Observation of figures – Pattern construction – Drafting and construction of standard dress materials for men and women – cutting – power tools salwar and kameez, shirts, shorts, trousers and safaris – sewing and assembling of garments.
- Unit 4:** Different types of embroidery machines – selection of fabric colour threads and designs for machine embroidery – Embroidered lace work, its implements selection and use of materials.
- Unit 5:** Fabric finishing – scouring – bleaching – calendaring – singeing- mercerizing-moiring – weighting, embossing air proofing – water proofing and mildew proofing – fabric care - washing m, cleaning agents used.

### **Reference**

1. Ealine and John Poneroy, Textile for you, Butter & Tanner Ltd., 1988.
2. Susheela Dantiyagi, 'Fundamentals of Textiles and their care' New Delhi, Orient Longman Ltd, 1972
3. Sberlear herdia, Panranjape and Bhenda, Industrial and Embroidery 1994.
4. Textile Technologist , The complete Textile Magazine (Ahmedabad I MS)
5. Journal of the Textile Association, Vol.54, No.4 Nov.1993.

### **Practical**

1. Practical to drive machine , hand and treadle and to use implements – Operation of embroidery machine.
2. Hemming and filling . Practice on seaming , hemming, drafting and paper patterning.
3. Production practice of Banyan, Jungias, Border of table cloth, bedsheets, duster, pillow cover, hankies, petticoat, blouses, choli, pyjama, salwar, half-pant, safari, trousers and shirts
4. finishing of garments
5. Washing and cleaning practice.

## **2. BAKERY & CONFECTIONERY THEORY**

### **Objectives**

1. To gain Bakery product making skill
2. to give training managing a small bakery unit in rural areas.
3. to create self – employment

### **Unit 1:**

- a) Introduction-principle of baking – advantages of bakery products to human growth.
- b) Wheat structure & composition of wheat, gluten formation and characteristic of flour.
- c) Functions of ingredients in bread making and steps involved in bread making.

### **Unit 2:**

- a) Bread making method and content of nutrition value of bread varieties
- b) Bread diseases, types, reasons, prevention and control.
- c) Qualities of bread.

d) Bread fault and its remedies.

**Unit 3:**

- a) Functions of ingredients in flour based confectionery
- b) Cookies- methods of cookies preparation
- c) Pastry- types of pastry, variety of puffs and method of preparation
- d) Methods of cake production, cake fault and its remedies.

**Unit 4:**

- a) chemicals leaving agent – types and level of usage in bakery products
- b) Cake balancing.
- c) Icing – importance of icing in bakery products, types of icing and methods of preparation
- d) Colour – permitted and non-permitted colours, natural colour, flavour – varieties of flavour, function of flavours in bakery products.

**Unit 5**

- a) Basic machineries and their functions.
- b) Tools and equipment used in bakery and their functions
- c) Construction details of brick oven'
- d) Preparation feasibility report for starting a bakery unit.

**Reference and Text Books**

1. L.R. Khandary, 1988 Bakers Handbook on practical baking,U.S Wheat Associates, 27 Barakhatha Road, New Delhi.
2. E.J.Pyler, 1998, Baking Science and Technology, Siebet Publishing Company , Chicago, USA.
3. Advanced Training in Baking Technology, 1986, Course materials supplied by CFTRI, Mysore.
4. S.C.Dubey, Basic baking 1993, G.N.Dangi, G.D. Enterprises, Bombay 400 002.
5. society of Indian Bakaer Journal by SIB , New Delhi.
6. Tamilaga Bakery Technical Bulletin, the Chennai Bakery Owners Association, Chennai - 5

**Bakery & Confectionery Practical****Bread**

1. White Bread
2. Whole wheat bread
3. Ragi bread
4. Masala bread

**Bun**

1. Coconut bun
2. Sweet bun
3. Cream bun
4. Jam bun
5. Doughnut
6. Vegetable puffs
7. Sweet puffs

**Cookies**

1. Shrewsberry
2. Salt biscuit
3. Cashewnut biscuit
4. Melting Moments
5. Coconut cookies

**Cake**

1. Sponge cake
2. Fruit cake
3. Cup cake

**Icing**

1. Cream icing
2. Royal icing
3. Decoration of cake with cream icing

### **3. PRESERVATION OF FRUITS AND VEGETABLES**

#### **Objectives**

- To train the students in processing fruit products.
- To provide entrepreneurial exposure to the students on fruit processing trade.

#### **Theory**

##### **Unit 1:**

- a) Introduction – Importance of fruit preservation - availability of fruits in Tamil Nadu – world market
- b) General principles of fruit preservation – by heat, low temperature dehydration, chemicals change of osmotic pressure, Irradiation.
- c) Food spoilage – types of spoilage
- d) Causes of spoilage – physical, chemical and biological

##### **UNIT 2:**

- a) Jams , jellies and marmalades: Select on and preparation of fruits for jams jellies and marmalades, extraction of pectin , sugar concentration in jams and jellies, difference between jam, jelly and marmalade.
- b) Pickles and chutneys – preparation of various pickles
- c) Techniques employed n the preservation of pickles , problems related to the shelf life of pickle and chutneys

##### **Unit 3:**

- a) Vineger – use of Vinegar
- b) Preservation by use of low temperature – freesing – general methods of freesing , spolage in frozen foods, problems related to the storage of frozen foods.
- c) Dehydration – advantages, methods of dehydration – processing, packing and storage of dehydrated foods in the market – sundrying.
- d) Preservation of foods in Indian homes a brief review of the techniques and methods. Analysis of the spoilage in the preserved foods,.

##### **Unit 4:**

- a) Food colours – edible and banned colors in the markets – simple tests for identifying non-edible colours
- b) Flavoring agents in common use
- c) P.F.A act rules and regulations – application for PFA – Requirement of standards.
- d) Quality control of prepared foods , license – FPO – Specification – Requirements.

##### **Unit 5:**

- a) Basic machineries and their functions – Building –water supply for a food processing plant.
- b) Tools and equipments used in fruit preservation unit layout – hygienic standards.
- c) Fruit preservation unit production planning facilities required.
- d) Feasibility report for a fruit preservation unit for rural area.

#### **Reference**

1. Willian C. Frazier, Dennis C. Westhoff, 'Food Microbiology', fourth Edition, 1998, TataMcGraw Hill Publishing Company Limited , New Delhi 110 053.
2. Thangam E.Philoip'Modern Cookery', Fourth edition. Vol.1., Orient Longman Private Limited, Limited Hyderabad 29.
3. S. Renganna, Handbook of Analysis and Quality Control for Fruit an vegetable Products', 2000, Tata Mcgraw Hill publishing company limited New Delhi. 53.
4. Preservation of fruits and vegetables – Siddappa & gridharilal CFTRI (2008).
5. Food Preservation – Sudesh Jood – 2007.

#### **Practical**

1. Preparation and preservation of various fruits beverage i.e squashes syrups, RTS, Cardials, crush, barley water, etc,
2. Preparation of jams, jellies and marmalades
3. Preparation and preservation of tomato products, pickeles and sauces.
4. Preparation and preserve, candies and glazed fruits
5. Drying and dehydration of fruits and vegetables
6. Determination of total solids by 1. Brix hydrometer 2, Refractometer and
7. Determination of acidity in juices, beverages, jams ,jellies, etc., by titrimetric method
8. Detailed examination of preserved products

9. Microscopic study of yeast , mould and bacteria.
10. Conducting "Report of Analysis" on anyone food product.

#### **4. PROCESSING OF CEREALS AND PULSES INDUSTRY**

##### **Theory**

##### **Units**

1. Processing of cereals and pulses industry as a village industry under Khadi Commission and boards – Objectives, achievements programme and goals. Nutritional value or cereals and pulses and effect of processing
2. Purchase – importance of rights purchase policy – organization of procurements and storage of paddy and rice
3. Processing of paddy – stage of development improvements in the process through the stages – merits and demerits of the various stage of developments. Modern technology of rice and rice products (including quality control an latest improvements in processing methods to effect economy analyzed) Preparation of beaten ice and murmure and uses of by – products.
4. Technology of wheat wheat products - Processing of pulses and pulses products Study of the Rice Milling Regulations Act -Cereals and pulse processing societies in the country – general performance – their problems – government regulation relating t the industry - Starting a new unit location construction, installation and licenses, taxes and factory regulations.
5. Organization of cereals and pulse processing societies- forms of organization – service type workshop type and workers type model by – laws for these societies – principles of management and accounting applied to these societies – legal liabilities and other societies.

##### **References**

1. Gould G.W (1995) New Methods of Food preservation, Blackie Academic & Professional London.
2. Connor, J.M and Schick W.A (1997) Food processing An Industrial Powerhouse in Transition, John Wiley and sons, new York.
3. Arthey .D. and Ashurst P.R. (1996), Fruit Processing, Blackie Academic & Professional London.
4. Phillips R.D and Finley j.W (1989), Proteing Quality & Effects of Processing, Marcel Dekker, INC, New York.
5. Inglett, G.C a Munet, I. (1980), Cereals for Food and Beveages, Academic Press, New York.
6. Von Loesecke, H.W. (1998) Food Technoogy series: Drying and Dehydraton of foods, Allied Scientific Publishers
7. Fellow, P.J.(2000): Food Technology: Principles and Practice second Edition , CRC Woodhead Publishing Ltd, Cambridge.
8. Mat, S.A (1996), Bakery Technology and Engineering, Third Edition, CBS Publishers, New Delhi.



## Practical

1. Processing of Raw Paddy into Rice by hand-operated implements. Processing of at least 3 varieties of paddy by hand operated implements. At least 2 tests on each implements, using not less than 25 kgs of paddy. Comparison of the performance of all the implements. Study of the economics of processing by these implements.
2. **Processing of rawpaddy into Rice by power implements:**  
Processing on both experimental and production basis, study of the characteristics of all power implements not less than 3 long run tests of not less 6 hours duration all dehuskers and polishers. Assembling and disassembling of all dehuskers and polishers. Grade and paddy separators to be used as processing aids. Study of the economics of processing by sets of dehusker and polishers (Please note that 20 seven – hour days are allotted for this work in addition to these practical sessions)
3. **Parboiling of paddy:** Parboiling of atleast 2 varieties of paddy by parboiling method. Processing of parboiled paddy factories by all power implements. Study of the relative merits of the various methods, latest improvements in processing to be included.
4. **Processing of Wheat in Bakery:** Preparation of bread,. Non-khatais,. Biscuits wafers, Pastries etc, study of the economic of these processes.
5. **Laboratory work:** Examination of whole and dissected cereal and pulse grains under microscope . Determination of degree of polish of rice by the Kernal weight method and staining methods. (Methylene Blue and Toline staining methods) and other tests that may be devised from time to time. Miscellaneous Work: Sundry experiments and deconstructions like preservation of rice and rice products, preparation of tooth powder and detergent from paddy husk and others that may be devised form time to time.

## 5. DETERGENT SOAP TECHNOLOGY

### Theory

- Unit 1:** Detergent overview- synthetic Detergent – Availability of raw materials for detergents – characteristics of raw materials – cost structure soap vs. synthetic detergents – classification of non soap detergents – Approach to product formulation.
- Unit 2:** Technology of manufacturing synthetic detergent – formulation of detergent powder – production of detergent active – Manufacture of synthetic detergent powder by spray drying dry mixing – production of detergent bars – Handling of Raw materials – Liquid detergent.
- Unit 3:** Packaging of detergent – Packaging detergent powder packing of detergent bars, packaging material specifications, package testing methods, packaged commodities rules – declaration to be made on every package – commodities to be packed in specified quantities.
- Unit 4:** Management of soaps and detergent factories, Technical efficiency, Sources of pollution – Analytical support – Packaging materials, in process materials, finished products, Bureau of India standard specifications – quality audit – Financial summary.
- Unit 5:** ISO 9000 series standards – Common quality problems of soaps – Storage and products assessment tests – stain removal analysis of synthetic detergent.

## Practical Manufacturing

1. Manufacturing detergent power
2. Manufacturing detergent cake
3. Manufacturing detergent liquid detergents
4. Manufacturing detergent liquid shampoo
5. Manufacturing detergent dish washing liquid
6. Industrial Analysis of detergent products-Active matter, moisture, PH of 1% solution.
7. Industrial Analysis of detergent products – Active matter, moisture , PH of 1% solution.
8. Study the different operation and movements of materials and labour in any one of the detergent units and suggest measures for developments in respect of optimum utilization of space manpower, machines and materials.
9. Survey tour, study tour, apprenticeship work in any one of the working units of the industry.
10. Conduct demonstration on panchayat level and impress up on villagers colour detergent products manufacturing.

## 6. HAND MADE PAPER INDUSTRY

### Theory

#### Unit I

1.
  - a. General – place of paper in civilized society, the present scope of the Industry at large. Place of hand made paper in paper industry. History of paper making, growth and decay of hand made paper industry in India.
  - b. Paper Chemistry – Cellulose its chemical nature, properties and substances associated with cellulose, composition of raw materials and methods of pulping followed in paper industry at large. Application and adoption of these methods in hand made paper industry, special pulping problems in hand made paper industry. Methods of testing pulp and estimation of the chemicals used in pulping such as caustic soda, lime, soda and cooler liquid.
2.
  - a. **Preliminary aspects:**  
Choice of raw materials – plants as source of fibres their availability – rags, baggage, banana stem, gunny straw and pulp and board wastes.  
Preliminary treatment; dusting, sorting and cutting description of construction design and working of rag chopper.
  - b. **Digestion:**  
Various methods adopted in digesting the various fibres right from rags to grasses of various origins. The percentage of chemicals used in Handmade paper and comparison to these used in Mills effluent thus coming out, its injurious properties and disposal construction and working of vomiting digester.
  - c. **Bleaching:**  
Fundamentals of bleaching, different process, used in bleaching, different fibres. The various organic and unorganic acids used in decolouring their origin Bleaching of oxidation and by reduction. Use of anti-chloride.
  - d. **Sizing:**  
Theory behind sizing (Contact the angle-theory) purpose of sizing – types of sizing – Body or Engine sizing and surface sizing. Chemicals and materials used in body sizing – rosin, Alum and alkali method of preparing the resin soap. Surface sizing methods and chemicals used. Application of starch of various kinds, their methods and preparations.

3. a. **Beating:**  
Design construction and installation of beater, its functions – changes in fibres during beating – physical chemical, electrotypic changes in the stock.
- b. **Dyeing:**  
The study of different dyes – colours – used in Hand made paper units. Uniformity of colour on paper and combination of colours.
- c. **Optical Agents:**  
Purpose and methods of using optical agents in certain types of paper.
4. a. **Loading:**  
Purpose of loading different types of filter from China clay to Tio 2 and retention fillers.
- b. **Types of vats:**  
Their construction and uses – cylinder mould.
5. a. **Screw press and Hydraulic Press:**  
Their components, construction and functioning – mechanism of pressure.
- b. **Drying, Calendering and Cutting:**  
Methods of drying moisture to be kept at the time of calendering – purpose of calendering – design construction and working of cutting machine – design construction and working cutting machine.

#### **Practical – Credits – 4:**

##### **1. Preliminary:**

(Sorting, dusting and cutting)

Purpose of sorting, dusting and cutting. Study of different parts of dusting machine, and rag chopper and their uses.

Dismantling and reassembling of rag chopper. Each student will sort and dust 25 kgs. of different raw materials and chope 10 kgs. of raw materials.

##### **Paper Making:**

##### **Digestion:**

Study of the functions of vomiting digester and of the underlying principles; study of the drawing and calculation of capacity; furnace construction; raw materials digested and fuel used. About 10 kgs. of raw materials should be digested in the digester by each student.

##### **Beater:**

To know parts of beater and their functions adjustment of RPM of roller – to study the construction of beater through of each given roller – to draw the through design from the measurements of beater knives, balancing weights inside the roller, bed plate arrangements and angles kept between knives of bed plate arrangements and angles kept between knives of bed plate and rollers. Preparation by a batch of 3 students, of 100 kgs of pulp – 20 kgs. for paper and 40 kgs. each for board and card sheet.

##### **Lifting:**

To study different type of vats – To know the moulds are prepared – what are the meshes used in such moulds To know how vats and moulds are to be repaired and moulds are to be repaired and set right – How to calculate the consistency of the pulp. How paper and board can be lifted for required size and weight – How to test the quality of the pulp.

##### **II. Couching:**

How paper and board can be couched on the felt – to study different type of felts like cotton felt, woolen felt, lifting and couching 100kgs. of water leaves by a batch of 3 students.

##### **Pressing:**

To know the various parts of screw press and hydraulic press and their functions. Observation of screw press and hydraulic press. Pressing of 100 kgs. output by 3 students.

**Drying:**

Study of different types of drying without its merits and demerits. To know the fundamental of electrical oven and drying chamber which are setting in this industry lately.

**III. Finishing:****Sorting and Cleaning:**

Purpose of sorting and cleaning before sizing. How paper can be sorted and cleaned with knife or brush.

**Tub sizing and pressing:**

Purpose of external sizing – How the sizing solution can be prepared – How the tub sizing can be given to test the Baum Degree of the solution. Each student should size 10kgs. of high grade paper.

**Calendering:**

Purpose of calendering – To know the various parts in calendering machine and their functioning – How the different types of calendering of finishing (mat, rough, medium and smooth) can be given. How to dismantle, reassemble and prepare 15 kgs. of card sheets and 20kgs. of board.

**Cutting and Packing:**

To know the different parts of the cutting machine including fitting and replacement of knife – How to operate the cutting machine and cut paper and board in the right angle. Each student should cut 6kgs. each size of paper, board and card sheet. Students will also undergo practical training in conversion work.

**Electrical:**

Study of Electrical fitting and switch board safety aspects.

**References:**

1. C.K. Narayanasamy - Story of Handmade Paper Industry
2. K.B. Joshi - Handmade Paper Making in India
3. Claper Tone - Pulping Technology
4. Institute of Economic and Market Research - Paper Industry in India

**7. KNITTING****Theory****Weft Knitting**

**Unit 1:** Comparison of knitted and woven fabrics – Yarn quality requirements for weft knitting – brief study of circular, flat and v-bed knitting machines.

Study of knitting needles spring board - latch –compound- their knitting action.

**Unit 2:** study of knitting elements – looping – sinker – transfer – Yarn guides – can systems- stitch-clearing – upthrow patterning in weft knitting – pattern wheel – pattern drum – punch tape. Tension control I weft knitting positive feed and its advantages.

**Unit 3:** Study of fabric weft knitted structure – Needle tuck stitch – weft stitch – straight double – twill racked. Production calculation in circular weft knitting machine.

Warp Knitting

**Unit 4:** Comparison as warp and weft knitted fabrics – Brief study of warp knitting machines – Tricot – Rashakl simplex Rotton Reshel Merits and application.

**Unit 5:** Study of bread needle wrap knitting machines – 2 bar – 3 bar – Multiple bar machines. Importance of let off- Negative continuous brake let off – Negative intermittent Belt let off – Expanding brake let off – Advantage of hydraulic let off. Yarn quality requirements for warp knitting.

**Reference**

1. David J. Spenser, Knitting Technology, Pergamen Press, Oxford 1980
2. D.F Paling Warp Knitting Technology columbine press
3. D.B. Ajakonker, Principles of knitting series of articles in Indian Textile journal sep 1992.

### **Practical – 4 Credits**

1. To draw line sketch of knitting machines
2. Case study of different knitting machines
3. Maintenance practice in knitting units
4. Study of Inspection of knitted fabrics
5. To draw sketch of cams and needle movement
6. Study of stop motions in knitting machines
7. Preparation of a project for starting in knitting unit.

## **8. HOME TEXTILES**

### **Theory**

**Unit 1:** Overview and Introduction to home textile – types of products – types of fibre used in spinning – count and yarn varieties – single and ply yarns – specialty yarns.

**Unit 2:** Sequence in weaving process – Types of looms comparison of production rates and efficiency – calculation – lead time computations – Methods of follow up – Process controls in weaving

**Unit 3:** Dye House management – Brief study of yarn dyeing .fabric dyeing techniques – List of machines used in dyeing 0 quality aspects in dyeing – Furnishing techniques - calendaring – stentering and padding mangles.

**Unit 4:** Value addition – Home furnishings, ats – aprons caps, floor carpets, Bed spreads and linens – Wash bath towels – specification and methods of ornamentation – customer preferences of different cross national regions.

### **Reference**

1. Fanin A. Handloom weaving technology, International publication new York, 1980
2. Banerjee, N.N weavings mechanisms volume I & Volume II 9<sup>th</sup> edition textile book house, Berhampore , 1986.
3. ATIRA, Chemical processing of polyester and cotton blends ATIRA , Ahmedabad, 1992.
4. Modern techniques of textile, dyeing , bleaching and printing by SIRI, New Delhi, 1998.
5. Source Book: Home Textiles, international publication , New York, 1999.

### **Practical**

1. Weaving in horizontal loom take up motion attachment, yarn testing – count .Lea strength CV%
2. Yarn dyeing with vat, naphthol, reactive and direct dyes.
3. Preparation of vat. Naphthol, reactive and direct dyes cotton and polycystic varieties.
4. Printing – block screen and wax printing
5. Calendaring and curing operation'
6. Assembly of home textile products in a sewing machine- Embroidery work appliqué and ornamentative
7. Textile testing – Yarn fabric dye fabric

## **9. SILK TECHNOLOGY**

### **Theory**

**Unit 1:** Introduction Physical and chemical structure properties of silk types of silk and production of silk – sericulture  
Production: Production – Temperature and humidity – mounting. Harvesting physical and commercial cocoon quality defects on cocoon

**Unit 2:** Reeling Technology

Selection of cocoons – scientific method of testing and classification. Stifling types sorting of cocoon - cocoon cooking and brushing types instruments. Reeling – various machines – importance of good water for reeling – reeling and packing – abject – lacing skein making

- Unit 3:** Raw silk Testing : Classification – Mechanical testing equipments – winding frame – sizing reel – Seri plane inspection board – standard photograph – cohesion tests serigraph – cording of silk waste for yarn spinning – hand spinning – mills spinning. Silk Throwing Object – Winding – Doubling – twisting – rewinding preparation of fancy yarn- crepe, georgette. Silk Weaving: Preparatory process in weaving – warping – pirn winding – handloom power loom – weaving defects – maintenance of silk looms.
- Unit 4:** Drgumming in silk: Methods of degumming – purification and degumming of waste silk – degumming of silk fabrics. Bleahing of silk: Methods of bleaching – silk optical whitening agents. Dyeing of silk: Dyeing of different types of silk with various classes of dyes. Dyeing of silk blends – silk/wool – silk/.cellulose-silk/polyester. Fastness properties of dyes on silk textiles.
- Unit 5:** Printing of silk: Direct printing of silk – discharge printing of silk – resist/Batik Printing of silk. Silk Processing: Finishing softeners and lubricants – crease recovery finish – flame retardant finfish – various finishing machines.

### Reference

1. FAD Agricultural services Bulletin 15/3 sericulture manual
2. M.L gulgarai, silk dyeing , Printing and finishing III delhi 1988
3. M.L. Gulrajani , silk Technology, Ilt Dlhi 1988
4. William F. Leggett. Te story of silk, Lifetime editions
5. E.r. Trotman , Dyeing and chemical technology od textile fibres
6. Sericulture manual I mulberry cultivation buy Dr. S. krishnamoorthy
7. Sericulture manual II silk worm rearing by Dr,S. . krshihnasamu
8. Sericulture manual III silk worm rearing by Dr,S. . krshihnasamy
9. Hurst: silk Dyeing , Printing an testing,
10. V.A. Shenai & Naresh M. Saraj: Dyeing of silk
11. V.A. Shenai: Technology of Printing
12. R.S. Prayag: Technology of Textile Printing

### Practical

1. Selection and scientific method of testing of cocoons – cocoon sorting , cooking and brushing reeling sand packing
2. Silk yarn testing for denier - Testing with Seri plane inspection board, serigraph and hand spinning of silk.
3. Winding of silk thread on to bobbins – doubling and twisting of silk threads. Preparation of fancy yarns – crepe and Georgette.
4. Warp preparation for silk weaving , pirn winding, handloom weaving of silk fabrics and power looms weaving
5.
  - a. Degumming of silk fabrics – bleaching – application of optical whitening agents.
  - a. Dyeing of silk and blended silk fabrics with acid and basic dyes
  - b. Printing of silk fabrics – using direct , discharge and resist styles.
  - c. Finishing of silk fabrics with crease recovery finishes and anti-static finishes.

## **10. QUALITY CONTROL AND MERCHANDISING**

- Unit 1:** a) Definition of marketing and merchandising – meaning, scope and functions.  
 b) study of markets for yarn fabrics and apparels – major textiles markets in India and aboard/  
 c) Market forces n textiles – factors influencing local and international markets  
 d) Marketing of fashion products – consumer behaviors for fashion items

- Unit 2:** a) Marketing mix for apparels fashion forecasting  
b) Product mix in garments industry; product planning and development ; factors affecting product mix  
c) Fashion merchandising – principles and techniques  
d) Apparel merchandising – principles and techniques, role of merchandiser

- Unit 3:** a) pricing methods for garments and home textiles  
b) Factors affecting pricing of apparels and other textile goods  
c) Sourcing of fabrics/accessories – bought out components  
d) Computer in pricing and sourcing

- Unit 4:** a) Promotional methods for apparel/loom textiles marketing  
b) Role of advertising – media selection and advertising message of local international marketing  
c) Advertising agencies – Indian and Global perspective  
d) Fashion shows/displays/choreography for market promotion

- Unit 5:** a) Quick response manufacturing (QRM) in merchandising and Time Management  
Production planning and scheduling  
Preparation of yarn requirements and accessories for production  
Follow up methods and check points use of Gantt charts, pert.

#### **Reference and Text Books**

1. Moore Erellyn, Path for Merchandising – step by step Approach , Thames and Hudson Ltd. London, 2001
2. J. Jarnon and K.G. Dickerson, Inside Fashion business, prentice Hall of India, New Delhi, 1977
3. Iain Stones , Jean A. Samples , Fashion Merchandising, McGraw hill Publishing , New York, 1985
4. Sherlekar, Industrial Managements and organisationa, S.C. Chand & Co., New Delhi, 2002.

### **11. BEE KEEPING AND HONEY PROCESSING**

- Unit 1:** Historical development of bee-keeping industry –types of bees and their life style and habits – climatic conditions conducive for bees- food sources for bees – identification of Bee-habits – designing proper beehives, manufacturing of bee-hives , beehive technology – cost of bee-hives and type of wood used – Taste of Bees.
- Unit 2:** Selection of places for Bee-keeping , availability of food to the bees during seasons and non seasons – supplementary food during seasons and non seasons – maintenance of bee-hives – suppliers of bee-hives – bee Keeping training institute – investments pattern in beekeeping industry.
- Unit 3:** Honey collection – Methods of Honey collection – Honey and its properties – Honey processing – Importance of honey, principles of honey preservation by heat and temperature control – spoilage types of spoilage, causes of spoilage – physical chemical and biological reasons.
- Unit 4:** Canning and bottling of honey – importance of canning in quality control – Nutritional analysis – Medicinal values
- Unit 5:** Cost effective technologies available – storages and marketing of honey supporting organization for finance and technical consultancy – viability of the industry for participated full time employment monthly and annual income to the operatives – prospects of the industry – Export of honey.

## Practical

Identification of Bee habitats – classifications  
Design of bee-hives different types of frames used.  
Honey collection – methods  
Honey processing – Analysis of honey contents  
Honey preservations  
Spoilage assessment methods to prevent the spoilage  
Canning of honey  
Storage techniques

## 6. OIL INDUSTRY

### Theory:

**1. Vegetable Kingdom:** Introduction occurrence and importance of edible and non edible oil seeds – Ecological character series, geographical distribution, statewise potentiality of edible non edible oil seed bearing plants.

**2. Production Technology:** (Non-edible and edible seed) oil seed cleaning and depulling. Storage and godown, drying, maturation oil during storage methodology drying – processing and oil extraction – traditional and improved methods and equipments for all processing including oil extraction with a solvent.

**3. Quality Control:** Physical and chemical properties – rancidity – handling and storage – filtration, refining, bleaching, deodorization – quality control.

**4. Technological Development** in village oil industry – ghani, Rotary, village oil units – efficiency and safety aspect in oil industry - economics of oil pressing – by product utilisation – trade information.

**5. Management oil Unit:** Purchase of oil seeds – seasonal purchases – quality control of oil and oil cake – Agmarking – feasibility study – Role of KVIC – Management of oil industry.

### Practical:

1. Survey for seed collection : Inspection of trees and survey
2. Economics of seed collection : Visits to seed collection places and actual collection of seeds.
3. Techniques of seed collection : Seed storage, depulping decorticating and winnowing.
4. Seed processing : Extraction of oil.
5. Storage and preservations : Filteration, refining and bleaching of oils
6. Survey Tour, Study tour, and apprenticeship work in any one of the working units of the industry.

### Suggested Readings:

1. Nag T.P. Village Industry, Khadi and Village Industries Commission, Bombay - 400 056
2. Oil Seeds in India – Status and prospects, Institute of Economic and Market Research, New Delhi 1992.
3. Portable Power Ghani – KVIC Publication
4. Khadi Gramodyog Journal
5. Bombay Oil Seeds and Oil Exchange Limited Janabai Building, Yusuf Meherali Road, Bombay 3, Oils and Oil Seeds Journal.
6. Parekh 'Directorate of Oil Seed Development, Telhanm Bhavan, Himayat Nagar Hyderabad 29, Salvent Extraction of vegetable oils.
7. Directorate of Oil Seed Development, Telhanm Bhavan, Himayat Nagar Hyderabad 29, Vastor seed and its products.
8. Directorate of Oil Seed Development, Telhanm Bhavan, Himayat Nagar Hyderabad 29, Utilisation of oils (Nutrition value) Technology series No.3.
9. Directorate of Oil Seed Development, Telhanm Bhavan, Himayat Nagar Hyderabad 29, Chemistry and Technology of Edible Oils and Fats.





## References

1. Kanesh K. Rajah, "Fats in Food Technology" Consultant in oils, fats and dairy produce, Director, Centre for Entrepreneurship, University of Greenwich, London, UK.
2. Dimitrios Boskou, "Olive Oil Chemistry and Technology" Dept. of Chemistry Aristotle University of Thessaloniki Thessaloniki, Greece.
3. J. B. Rosseell, "Analysis of Oilseeds, Fats and Fatty Foods" Leatherhead Food Research Association, Randalls Road, Leatherhead, Surrey KT 22 7RY, UK.
4. Colin Ratledge Peter Dawson James Rattray, "Biotechnology for the Oils and Fats Industry", American Oil Chemists Society.
5. Frank D. Gunstone, "Vegetable Oils in Food Technology" Composition, Properties and Uses" University of St. Andrews and Honorary Research Professor Scottish Crop Research Institute Dundee.

## 12. PAPER AND PAPER PRODUCTS

### Theory

#### Objective

To train the students in making paper products  
to supply man power to manage stationary units  
to create self – employment

**Unit 1:** Scope of paper conversion technology – uses of paper production in modern society – Paper and its availability for conversion – various conversion methods in products.

**Unit 2:** Introduction – History of paper – Paper and its uses – Raw materials used for making paper – types of paper and specifications.

**Unit 3:** Machineries used in making paper products – tools equipments and other accessories used in making paper products – Types of products – Production process of Flap pad, Office file – Production in process of ledgers and Note Books – Production process of other office stationeries – production process of cards and pads.

**Unit 4:** Production process of paper cover, carry bags – Marbling, screen printing – Production process of envelope, office covers – Production process card – board boxes for packing

**Unit 5:** Economics of paper conversion industry – Costing and pricing of paper products – Marketing of paper products – Feasibility report for starting a small paper products units.

#### Practical

- to study the paper specification, measure the various G.S.M of papers, find out the paper available in various name collect the paper in various measurement draw the pictures of the paper conversion machineries, paper cup, paper plate, Leaf plate, file making machine, paper cutting machine, list out of the tools and equipments of the paper conversion work.
- to study the working methods of paper cup machine
- to study the working methods of leaf plate making machine – Assembling and dismantling of paper scoring method.
- Study the various types of books binding method – Each students must do the following binding for 5 books

Wrapper binding  
Calico binding  
Rexin binding  
Sprite binding  
leather binding  
machine binding

To study the various types of envelope making methods - to prepare cart -chart for each product - prepare price list for each products - To reaper a project report for paper conversion unit.

### **13. BRICK INDUSTRY**

#### **Theory**

- Unit 1:** Origin – Importance of Bricks – characters of bricks – types of brick industry
- Unit 2:** Science and Technology of brick industry – brick earth – physical and chemical properties of brick earth – characters of good brick earth – testing of good brick earth
- Unit 3:** Production and production process of bricks – various methods of bricks production – different sizes of bricks – Testing the weight bearing capacity of bricks
- Unit 4:** Marketing of bricks – Methods of marketing of bricks –problems in marketing of bricks – Methods of pricing of bricks
- Unit 5:** Preparation of project feasibility report for brick industry

#### **Reference Books**

1. Ghose D.N." Materials of construction" (Tata McGraw Hill, New Delhi, 1989)
2. Encyclopedia Britannica or dictionary of Arts and Science (A. Bell and C. Macfarguhar, Endinburz 1945)
3. Mckary W.N. " Building Construction" VOI.II (Longman, London, 1971)
4. McGraw – Hill "Encyclopedia of science and technology" Vol.II (McGraw Hill, New York, 1982)
5. Rangawala S.C. Rangwala K.S. and Rangwala, "Building construction" (charoter Publishing , Anand , 1996)
6. The New Encyclopaedia Britannica, Vol.II (Encyclopedia Britannica Inc., London , 1979)

### **ELECTIVE BRICK INDUSTRY**

#### **(Practical)**

- Testing of brick Earth: Collecting the soil from various places and test the quality soil. Analysis of chemical and physical properties of good brick earth.
- Testing of the plasticity and elasticity of the soil by applying simple technologies.
- Preparation of brick by hand moulding method and observation of change in the inner and other layer of the brick.
- Testing of good brick by applying water testing , weight bearing and strength of brick.
- Conducting a survey on marketing potential for bricks in the rural and urban centers.

### 3.6 (INTER DEPARTMENT ELECTIVE)

(Semester - III

Credit: 4 + 0 Marks : 100)

#### ENVIRONMENTAL MANAGEMENT

##### **Unit 1: Introduction to Environmental Management**

Introduction to environment and Natural resources – definition – scope and significance – components of environment management – forests – water – land – food – energy – EIA – sustainable development.

##### **Unit 2: Industrial Ecology and Green Productivity**

Definition – concept of ecology – industrial ecology – life cycle assessment – green productivity – environmental ethics –C-B. - environment management – eco-marketing.

##### **Unit 3: Pollution Management**

Global Warming – Pollution – water – air, soil – noise – nuclear - ozone depletion - solid waste management – quality of life – local government responsibility in pollution management.

##### **Unit 4: Business Strategy and Environment**

Clean technology – strategic management – corporate strategy and environment management – environment management system – environment clearance – business and environment management.

##### **Unit 5: Indias Efforts on Environment Management**

Pollution control & environment protection – fiscal techniques – Tiwari committee – national commission on environment planning – environment education.

#### **References**

1. Uberoi, N.K., Environmental Management (2<sup>nd</sup> Edi), Excel books, New Delhi : 414. 2003.
2. Richard Welford and Richard Starkey, Business and the environment, Universities Press (India) limited, Hyderabad: 284. 2000.
3. Jean – Baptiste Lesourd and Steren G.M. Schilizzi, The Environment in Corporate Management: New Directions and Economic Insight, Edward Elgar, Cheltenham, U.K.400. 2001.
4. Asian Development Bank, Environmental Planning & Management, ADB, Manila, Philippines: 282. 1986.
5. Sankaran, S, Environmental Economics, Margham Publishers, Madras: 2003.
6. Sivakumar and R.Saravanan, Environmental Science and Engineering, Lakshmi Publications, Tamil Nadu: 5.63. 2006.
7. Giles Atkirson et.al, Measuring Sustainable Development, Edward Elgar, Cheltenham, U.K: 252. 1997.

### **3.7 VILLAGE PLACEMENT PROGRAMME / VALUES AND SOCIAL RESPONSIBILITIES**

(Course code: 3.7    Credit: 4 + 0    Marks: 100)

**Objectives:** On completion of the course the students will be able to apply the theoretical knowledge in field situation and analyse the field realities with theoretical inputs.

#### **Content**

Besides regular item of works implemented during the programme the students may undertake any one of the following activities:

- Assessing the resources and identifying viable small business opportunities
- Training Needs Assessment
- Case Studies on successful business ventures
- Studies on production and marketing of rural products
- Preparation of wholistic development plan for a village (or)
- Evaluation of a Development programme

Evaluation will be done by a team of participating faculty, based on students' participation in field work and its documentation.

**Semester IV**  
**SPECIALIZATION IN HUMAN RESOURCE MANGEMENT**  
**4.1.1 MANAGEMENT OF INDUSTRIAL RELATIONS**  
(Course Code 4.1.1 Credit 4+0 Marks 100)

**Objectives**

Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

**Course Contents**

- Unit 1.** Industrial Relations Perspectives; Industrial Relations and the Emerging socio-economic Scenario;
- Unit 2.** Industrial Relations and the State; Legal Framework of Industrial Relations;
- Unit 3.** Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management;
- Unit 4.** Discipline and Grievance Management; Negotiation and collective Settlements; Participative Management and Co-ownership;
- Unit 5.** Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

**Suggested Readings**

1. Kochan, T.A & Satz Henry, Collective Bargaining and Industrial Relations, 2<sup>nd</sup> ed. Homewood, Illinois, Richard D. Irish, 1988.
2. Mamkootam, K. Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
3. Niland J.R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
4. Papola, T.S & Rodgers, G. Labour Institutions and Economic Development in India Geneva, ILO, 1992.
5. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations New Delhi, Oxford University Press, 1994.
6. Virmani, B.R., Participative Management vs. Collective Bargaining, NEW Delhi, Vision Books, 1988.

7. Webb, Sidney & Webb, Beatrice, *Industrial Democracy*, Melbourne, Longman, 1987.

## 4.1.2 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

(Course Code 4.1.2 Credit 4+0 Marks 100)

### Objectives

Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

### Course Contents

- Unit 1** Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Laws Relating to Industrial Disputes,
- Unit 2** Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws
- Unit 3** Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident fund, Gratuity and Maternity Relief; Wages and Bonus Laws The Law of Minimum Wages, Payment of Wages, Payment of Bonus;
- Unit 4** Laws Relating to Working Conditions, The Laws Relating to Factories, Establishment, and Contract Labour;
- Unit 5** Interpretations of Labour Laws, their Working and Implications for Management, Union, Workmen; The Economy and the Industry.

### Suggested Readings

1. Ghaiye, B.R. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The Law of Industrial Disputes. Vol. I and II, Bombay, N.M Tripathi, 1985.
3. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995
4. Saini, Debi A. Labour Judiciary, Adjudication and Industrial Justice. New Delhi, Oxford, 1995.
5. Saini Debi S. Redressal of Labour Grevances, Claims and Disputes New Delhi, Oxford & IBH, 1994
6. Seth D.D. Industrial Dispute Act, 1947. Vol.I & II Bombay, N.M Tripathi, 1995.
7. Srivastava S.C, Industrial Relations and Labour Law, New Delhi, Vikas, 1994.



### **4.1.3 MANAGEMENT TRAINING AND DEVELOPMENT**

(Course Code 4.1.3 Credit 4+0 Marks 100)

#### **Objectives**

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

#### **Course Contents**

- Unit 1** Training Process – an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function;
- Unit 2** Training Needs Assessment and Job Analysis, Designing Training Programme, Lesson Planning; Learning Process;
- Unit 3** Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; and estimation of training costs.
- Unit 4** Facilities Planning and Training Aids; Training Communication; Trainer and his role in training.
- Unit 5** Training Evaluation; Why evaluation, Evaluation at different stages of training, Evaluation tool and Evaluating methods.

#### **Suggested Readings**

1. Beunet, Roger ed, Improving Training Effectiveness, Aldershot Gower, 1988.
2. Buckley R & Caple, Jim The Theory & Practice of Training London, Kogan & Page, 1995.
3. Lynton, R. Pareek, U. Training for Development 2<sup>nd</sup> ed. New Delhi Vislaar. 1990.
4. Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984.
5. Rae. L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.
6. Reid. M.A., etc. Training Interventions: Managing Employee Development 3<sup>rd</sup> ed. London, IPM. 1992.
7. Senge, P. The Fifth discipline: The Art and Practice of the Learning Organization, London, Century, 1992.

## **4.1 4 HUMAN RESOURCE PLANNING AND DEVELOPMENT**

(Course Code 4.1.4 Credit 4+0 Marks 100)

### **Objectives**

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, and Development in organizations.

### **Course Contents**

- Unit 1** Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning;
- Unit 2** Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping;
- Unit 3** Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning Wastage Analysis
- Unit 4** Retention; Re deployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;
- Unit 5.** HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

### **Suggested Readings**

1. Arthur, M, Career Theory Handbook Englewood Cliff, Prentice Hall inc., 1991.
2. Belkaoui, A.R. and Belkaoui, J.M Human Resource Valuation; A Guide to Strategies and Techniques Greenwood, Quorum Books, 1995.
3. Dale, B. Total Quality and Human Resources: An Executive Guide, Oxford, Blackwell, 1992.
4. Greenhaus, J.H. Career Management, New York, Dryden, 1987.
5. Kavanagh, M.J. Human Resource Information System: Development and Applications. Boston, PWS-Kent, 1993.
6. Mabey, C and Salama, G. Strategic Human Resource Management, Oxford, Blackwell, 1995.
7. Thomson, R and Mabey, C., Developing Human Resources, Oxford, Butterworth-Heinemann, 1994.

## **SPECIALIZATION IN MARKETING MANAGEMENT**

### **4.2.1 CONSUMER BEHAVIOUR**

(Course Code: 4.2.1 Credit: 4+0 Marks: 100)

- Unit 1.** Consumer: Meaning and definition, Significance of Consumer, Distinction between Consumer and Customer, Buyers and Users - Development Marketing Concept - Consumer Behaviour Applications in Marketing.
- Unit 2** Consumer Motivation – Maslow's Hierarchy of needs – Frued's theory of Motivation - Consumer Personality: Trait Theory - Consumer Perceptions - Stimulus Factors - Expectations - Consumer Attitudes: Utilitarian Functions – Attitude Models.
- Unit 3.** Consumer Decision Process: major factors influencing Consumer Buying Behaviour:- Buyer, Product, Seller, Situational, Cultural, Social, Personal and Psychological Characteristics - Decision Models - Case of Purchase of Microwave Oven – understanding the Women.
- Unit 4** Consumer Decision Process – Post Purchase Behaviour; Post Purchase Dissonance – Dissatisfaction Responses; Implications for Marketers – Ideal Product Model – Case of Whirl Pool
- Unit 5** Organizational Buyer Behaviour: - Buyer Characteristics – Factors Influencing Organization of Buyer – Organizational Buyer Decision and the Process – Performance Evaluation – Case of Satyam Plastics.

#### **Reference:**

1. Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995.
2. Engle, J F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993.
3. Howard, John A. ets. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. etc. Consumer Behaviour. Implications for Marketing Strategy. Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall of India, 1994.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

## 4.2.2 SERVICES MARKETING

(Course Code: 4.2 .2 Credit 4 + 0 Marks: 100)

### Objective

To understand the Marketing Concept, Strategies and Practices in Services

**Unit1:** Services Marketing: Meaning and Concept – Characteristics of Services – Services Management – Growth of Services Sector with reference to India – Goods versus Services – LPG Syndrome.

**Unit 2:** Services Strategy – Strategic planning process – market oriented service strategy – the service triangle - Services marketing mix – Strategy implementation and Control.

**Unit 3:** Managing physical evidence – physical evidence – Service Scape – Role of evidence in services marketing – guidelines for physical evidence strategies.

**Unit 4:** Customer Relationship Management – Meaning - traditional marketing vs relationship marketing – marketing of relationship – CRM in Marketing – Successful approaches to CRM.

**Unit 5:** Services marketing in India – Marketing of banking services: a case of SBI – Marketing of transport services: a case of TNSTC – Marketing of Educational Services; a case of Amirtha Institutes of Education.

### Reference:

1. K.Rama Mohan Rao (2005), "Services Marketing "Pearson Education Rt Lts patpargaraj Delhi, India.
2. Dr. B. Balaji (2008), "Services Marketing and Management"S. Chand publishers Ramnagar, New Delhi , India.
3. Harsh V. Verma (2008), "Services Marketing Text & Cases" Pearson Education in South Asia , New Delhi , India.
4. Christopher Love lock, J Jochen Wrtz Jayanta Chattajee (2010), " Services Marketing, People, Technoly, Shalogy 6<sup>th</sup> Edition, Pearson Education new Delhi – India.
5. Keka Lahivi (2007) " Serviices Marketing issues and Cases" The ICFAI University Press, India.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.



### 4.2.3 INTERNATIONAL MARKETING

(Course Code: 4.2.3 Credit 4 + 0 Marks: 100)

#### Objective

To make the students, to understand the environment – procedural, institutional and decisional aspects of international marketing

**Unit1:** International marketing – Definition, Concept – distinction between international trade, marketing and business – International marketing environment – International economic institutions: World Bank, IMF, UNCTAD, WTO, Customers Union, Common markets – Recent trends in world markets.

**Unit 2:** Constraints on international marketing; Fiscal and Non – Fiscal barriers, Non – tariff barriers – Trading partners: bilateral trade agreements, Commodity agreements and GSP.

**Unit 3:** India and world trade; Import and Export policy under WTO agreement – Institutional infrastructure for export promotion council, public sector trading agencies, ECGC, Commodity boards with reference to food grains.

**Unit 4:** Export document and procedures; Registration of exporters, export quotation, production and clearance of goods for export, Negotiations of documents – export finance and assistance.

**Unit 5:** International marketing mix: Identification of markets – marketing strategies on product, price, distribution and promotion – marketing of joint ventures.

#### Reference:

1. Bhattacharya, B. Export Marketing: Strategies for Success. New Delhi, Global Business Press, 1991.
2. Johri, Lalit M. International Marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
3. Keegan, Warren, Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
4. Onkvisit, Sak and Shaw, J J. International Marketing : Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.
5. Pripalomi, V.H. International Marketing”, Prentice Hall.
6. Terpastra, Vern and Sarthy, R. International Marketing. Orlando, Dryden Press, 1991.
7. Walter, I and Murney, T. Handbook of International Business. New York, John Wiley, 1988.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

## **4.2.4 MANAGEMENT OF RETAIL BUSINESS**

(Course Code: 4.2.4 Credit 4 + 0 Marks: 100)

**Objective:** To understand the concept, and techniques of retail management

**Unit1:** Retailing System: Meaning, Definition, Features – Significance - Structure – marketing concepts in retailing.

**Unit 2:** Retail Store location – Traffic flow and analysis – place of purchase – exteriors and layout – customer traffic flow and pattern – Creative display.

**Unit 3:** Retailing Mix: Planning of merchandise – retail pricing – retail promotions – Supply chain management.

**Unit 4:** Direct marketing: Inclusive and Exclusive shops for retail outlets – Chain Stores – Discount Stores – Retailing through the internet – role of IT.

**Unit 5:** Salesmanship: Meaning, Definition – features of Good Salesmanship – Sales force management – Sales quota and target – Salesman productivity and Compensation.

**Reference:**

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993
2. Diamond, Jay and Gerald Printel Retailing, Prentice- Hall, NJ, 1996
3. Drake, Mary Francis, J.H.Spoone and H.Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992
4. Levy, Michael & Barton A. Weitz Retailing Management, 2<sup>nd</sup> ed. Irwin, London, 1995
5. Morgenstein, Melvin and Harriat Modern Retailing, Prentivce- Hall, HJ, 1992.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.

**SPECIALISATION IN FINANCIAL MANAGEMENT**  
**4.3.1 MANAGEMENT OF FINANCIAL SERVICES**  
(Course Code: 4.3.1 Credit 4 +0 Marks 100)

**Objectives**

The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

**Course Contents**

- Unit 1. Financial System and Markets:** Concept, Nature and Scope of financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services;
- Unit 2. Stock Exchange Operations:** Mutual Funds; Merchant Banking Services; Managing of issue of shares and bonds-mobilizing of Fixed Deposits-Inter-Corporate Loans
- Unit 3. Other Financial Services-**Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance;
- Unit 4.** Venture Capital, Factoring for Failing and Bill Discounting,
- Unit 5.** Tax Environment and Financial Services; Pricing Financial Services.

**Suggested Readings**

1. Bhalla, V.K. Management of Financial Services, Anmol, New Delhi, 2001.
2. Bhalla, V and Dilbag, Singh, International Financial Centres, New Delhi, Anmol, 1997.
3. Ennew. C. Trevor Walkings & Mike Wright: Marketing of Financial Services, Heinemann Professional Pub., 1990.
4. Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House, 1997
5. Meidan, Arthur Brennet. M. Option Pricing; Theory & Applications, Toronto, Lexintobn Books, 1983
6. Kim, Suk and Kim, Seung, Global Corporate Finance: Text and Cases: 2<sup>nd</sup> ed., Maiami Florida, Kolb, 1993.



## 4.3.2 PROJECT PLANNING, ANALYSIS AND MANAGEMENT

(Course Code: 4.3.2 Credit 4 +0 Marks 100)

### Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management.

### Course Contents

**Unit 1.** Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties;

**Unit 2** Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk; Market Risk; Social Cost Benefit Analysis: Multiple Projects and constraints;

**Unit 3:** Network Techniques for Project Management; Project Review and Administrative Aspects;

**Unit 4:** Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.

**Unit 5:** Preparation of a detailed project proposal

### Suggested Readings

1. Ahuja, G K & Gupta, Ravi . Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997.
2. Bhalla, V K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V K Financial Management and Policy, 2<sup>nd</sup> ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westvile, 1995.

### **4.3.3 MANAGEMENT OF FINANCIAL INSTITUTIONS**

(Course Code: 4.3.3 Credit 4 +0 Marks 100)

#### **Objectives**

The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

#### **Course Contents**

- Unit 1.** The Role and Importance of Financial Institutions; Financial Management Models and their application in financial Institutions; Application of the Wealth maximization Model to Financial Decisions;
- Unit 2.** Evaluating Risks and Returns of Assets and Liabilities of financial Institutions; Flow of fund analysis; Borrowing and lending behaviour of Financial Institutions;
- Unit 3.** Interest rate analysis; interest rates in the financial system; yield curve; risk and inflation
- Unit 4** Financial Management of Commercial Banks; Banking law and regulation; Provisions of RBI's operations; credit and monetary planning; insurance companies; Thrift institutions; Development Banks: Role of Development Banking in Industrial Financing in India; Capital Adequacy and capital planning; Strategy of growth
- Unit 5.** Problems of time and cost over runs; financial planning of financial Institutions; Financial goals and Proforma statements; working and organization of different financial institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual funds, International aspects of Financial institutions.

#### **Suggested Readings**

1. Bhalla, V.K. Indian Financial System, Delhi, Anmol Pub. Pvt. Ltd., 1998.
2. Dougall, Herbert E and Gaumnitz, Capital Markets and Institutions. Englewood Cliffs, New Jersey, Prentice Hall inc., 1980.
3. Hempel, George H and Yawitz, Jess B. Financial Management of Financial Institutions. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977.
4. Kane, Joseph A. Development Banking. Toronto, Lexington Books, 1984
5. Rose, Peter S. and Fraser, Donald R. financial Institutions, Ontario, Irwin Dorsey, 1985.
6. Vij. Madhu. Management of Financial Institutions in India. New Delhi, Anmol, 1991.
7. Yeager, Fred C and Seitz, Nil E. Financial Institution Mangement; Text and Cases 3<sup>rd</sup> ed. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.

### **4.3.4 MANAGEMENT OF MICRO FINANCE**

(Course Code: 4.3.4 Credit 4 +0 Marks 100)

#### **Objectives**

The main objective of this course is to help students to learn about micro-credit and finance and the management of Micro-finance institutions.

- Unit 1.** Introduction: Meaning, Nature and Scope of Micro-credit and Micro-finance; characteristics; Distinctive features; Advantages; Micro-finance and socio-economic development; Micro finance environment in India and Abroad.
- Unit 2.** Micro-credit and Micro-finance models
- Unit 3.** Micro-Credit and Micro finance Vs micro trades and enterprises- Government and non-government organizations in the promotion of micro-finance and micro –enterprises-micro insurance.
- Unit 4** Management of Micro finance Institutions: Personnel and financial management aspects of micro-finance institutions. Regulation and supervision of micro finance institutions.
- Unit 5** Field study report on micro-credit group/micro enterprise/financial statement analysis of a MFI.

#### **Suggested Readings**

1. Thomas Fisher and M.S. Sriram “BEYOND Micro - Credit-putting Development Back into Micro – finance” vistar publications, new Delhi, 2006.
2. Malcolm Harper, Practical Micro Finance- A training Guide for South Asia, vistar publications, New Delhi.

#### **4.5 INTERNSHIP**

(Course Code: 4.1 Credit: 0 + 4 Marks: 100)

The internship will be for a period of Two weeks. The student will undergo internship in an industrial concern in order to get inplant training in different areas of management. The internship will also provide an opportunity for the students to select the topic for investigation (dissertation). The internship will be supervised by the Guru concerned and at the end the student has to submit a report. The report is subject to evaluation by the Internal and External

#### **Evaluation**

The evaluation will be both internal and external

	<b>Internal</b>	<b>External</b>	<b>Total</b>
Report	30	30	60
Viva-Voce	(Both Internal and External)		40
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<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>
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#### **4.6 PROJECT WORK**

(Course Code: 4.2 Credit: 0 + 4 Marks: 100)

#### **Objective:**

On completion of the dissertation the students will be able to :

- Identify the problem for taking up research studies
- Analyse the problem and draw inferences
- Apply appropriate statistical tools and techniques
- Prepare a research report in a systematic manner

#### **Topic**

The topic may be chosen by the student based on internship or suggested by the teachers concerned

#### **Evaluation**

Evaluation is both internal and external. The weightage is as follows

	<b>Internal</b>	<b>External</b>	<b>Total</b>
Dissertation	30	30	60
Viva-voce	(Both Internal and External)		40
<b>Total</b>	<b>30</b>	<b>30</b>	<b>100</b>

**The criteria for evaluating the report are:** Research design, application of statistical tools, analysis, interpretation, drawing of inference, logical presentation, validity and relevance of suggestions and bibliography.

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