Objective: The Objective of the course is to make the Students learn the application of Statistical Tools and Techniques for Decisions Making.

Unit I
12
1. **Statistical Decision Theory**: Decision Environment – Decision making under risk and certainty and utility theory. (Theory)
2. **Correlation Analysis**: Bivariate - Formation of Bivariate Frequency Table (Table Correlation), Partial and Multiple correlation (Practical)

Unit II
16
2. Analysis of Variances - “F” Test (Practical)
3. **Probability**: Basic Concepts, the binomial, Normal and Poisson Distribution and Elementary treatment of the theory – Law of Probability- Sample and Compound probabilities- permutation and Combination (Practical)

Unit III
16

Unit IV
16
1. Association of Attributes: Criteria of Independence, Contingency, Two and Three Attributes, Consistency of Data. (Practical)
2. Sampling: Problem relating to Large and Small Samples, Sampling on “T” Test (Practical)

Books Recommended:
2. Fundamental of Statistics – Elhancs D. N.
3. Fundamental of Mathematical Statistics – gupta and Kapoor, Sultan Chand and Sons
Publication ISBN – 8180540049
5. Statistical Methods – S. P. Gupta, S. Chand and Company, New Delhi

M.COM. PART II
PAPER PATTERN
SEMESTER III

STATISTICAL TECHNIQUES

<table>
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<tr>
<th>Time: 3Hours</th>
<th>Marks: 80</th>
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<td>Que. No. 1- Unit I</td>
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<td>Theory (Unit IV)</td>
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TAX PROCEDURE AND PRACTICE

Objectives

1. To provide understanding of Direct and Indirect Taxes and their application to different Business situations.
2. To understand Basic Concept of VAT.
3. To understand Basic Terms and Principles of Service Tax.

Unit-I- Income Tax Act-1961 16

   Deduction U/s 80
   U/s 80C, 80CCF, 80D, 80DD, 80DDB, 80E, 80U.
   Deduction Of tax at sources (T.D.S.)
   Collection of tax at sources (T.C.S.)
   Advance payment of tax, interest and penalties,
2. A) Income from Business and Profession (Practical Problems)

Unit-II 14

1. Computation of Income of Company (Practical Problems)
2. Tax Planning:- Meaning of Tax Planning and Management tax evasion and tax avoidance nature and scope of tax planning and management in the corporate sector.
3. VAT – Basic concept of VAT, objectives and Scope of VAT, Merits and Demerits of VAT Brief overview of State Level VAT in India.

Unit-III 14

1. Computation of Income of Firm (Practical Problems)
2. Income from Capital Gain (Practical Problems)
3. Provision for filling of return of Income(including forms of return) sec-139(1), (5)
Unit-IV – Service Tax

1. Introduction to service tax, Basic terms,
2. Provision related to following taxable services and computation of tax liability.
   A) Courier
   B) Construction Services
   C) Advertising agency Services
   D) Architect’s Services

Books Recommended

2. Singhania V. K. :- Direct taxes:- law and Practice, Taxman’s publication, Delhi
4. Jain Dr. V.K. :- Income tax for beginners- Seth publishers, Mumbai
5. Goyal Dr. S.P. :- Direct Tax planning and Management
6. Datey V.S. :- Indirect taxes Law and Practice, Taxman, New Delhi customs and excise law Time:- Various
7. Sonegaonkar Dr. Shripad, Sontakke Dr. Ravindra, Patil Dr. Milind:- Auditing and Income Tax- Himalaya publishing, House, Nagpur.
8. Upgade Dr. V. and Shende Dr. A. K. :- Direct taxes- Anuradha Publication, Nagpur.
M.COM. PART II
PAPER PATTERN
SEMESTER III

TAX PROCEDURE AND PRACTICE

Time: 3Hours  Marks: 80

Que. No. 1- Unit I  Theory  16 Marks
Or
Practical  16 Marks

Que. No. 2- Unit II  Theory  16 Marks
Or
Practical  16 Marks

Que. No. 3- Unit III  Practical  16 Marks
Or
Practical  16 Marks

Que. No. 4- Unit IV  Practical  16 Marks
Or
Practical  16 Marks

Que. No. 5
A  Theory (Unit I)  04 Marks
B  Theory (Unit II)  04 Marks
C  Theory (Unit III)  04 Marks
D  Theory (Unit IV)  04 Marks
Elective Foundation/Elective - I

M.Com.-II
Semester - III

COMPUTERAPPLICATION INCOMMERCE

(PCC3E03)

- **Level of knowledge**: Basic Knowledge

- **Objectives**: To develop conceptual understanding of the fundamentals of Entrepreneurial development and procedure requirements. To impart skills in Development.

**CONTENTS**

**Unit-I**: Computer Hardware:

Computersystem as information processing system, types of computer system, Block diagram of computer, CPU, input devices, output devices, storage devices, configuration of hardware devices, CPU, RAM, ROM, and secondary storage devices, other peripherals used with PC; Factors influencing PC performance; PC as a virtual office. Virus, types of viruses, antivirus utilities.

**Unit-II**: Computer Software:

Operating system, System Software needs, Types of Operating system Batch processing, Realtime processing, Multitasking, Multiprocessing, Application software’s, Programming languages; features of DOS, Windows operating system, print manager, control panel & setting. Types of file organization, types of files.

**Unit III**: Networking:

Network topology, Local Area Networks (LAN) and Wide Area Network (WAN); E-mail, internet technologies, access devices, concept of a worldwide web and internet browser, search engines.

Unit IV: Introduction to MS-Office :-

WordProcessing - Introduction and working with MS-Word in MS-Office; word basic commands; Formatting - text and documents; Sorting and tables; Working with graphics; introduction to mail-merge.

SpreadSheet - Working with EXCEL - formatting functions, Chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.

Power-Point = Basics, creating presentations the easy way; working with graphics in PowerPoint; Show time, Sound effects and animation effects.
BOOKS RECOMMENDED

1) I.T. today (encyclopedia) by S. Jaiswal (Textbook)
2) Computer today by Donald Senders
3) Computer Fundamentals by P. K. Sinha
4) Office Automation by K. K. Bajaj (Macmillan)
5) Business on the net: An introduction to the what's and hows of e-commerce by K. N. Agrawala and others (Macmillan)
6) Information Technology by S. B. Kishor (Dsganu Prakashan)
7) Computer Applications in Management - Usha Dahiya, Sapna Nagpal (Taxmann’s pub)
8) Information Technology - Dr. Sushila Madan (Taxmann’s)
9) Bhushan Diwan - E-commerce - S. Chand & Co.
10) Fundamentals of Computers - ITI Education Solutions Ltd. (Pearson)
Service Sector Management (PCC3E04)

Unit I Introduction of Service Sector
Definition of Service, Characteristics of services, Growth of Service Sector, Career Opportunities of Service Sector

Unit II Services Sector in the Indian Economy

Unit III Service Demand Management
Variation in Demand for Services, Formulation of Strategies for demand management, Flexing Capacity to meet demand

Unit IV Consumer Protection in Services

Reference Books:
1) Service Marketing - K. Rama Mohan Rao, Pearson Education
ECONOMICSOF LABOUR

(PCI3E04)

Unit-I:

Unit-II:

Unit-III:

Unit-IV:

Unit-V:
Labour in India - Labour in Indian context, Organised labour, Unorganised Labour, Labour from Agriculture, Industry and Service Sector.

REFERENCE BOOKS:

Dr. R. Singh & I. C. Singhal
Labour Problems.

A. N. Agrawal
Labour Problems.

R. A. Lester
Economics of Labours.

T. N. Rastogi
Indian Industrial Labour.

Bhagoliwal
Industrial Relations & Economics of Labour.

R. C. Saxena
Labour Problems.
RESEARCH METHODOLOGY

(PCI3E05)

Unit-I: Introduction to Research Methodology, Meaning and purpose of Research, Importance of Research, Types of Research, Research Problem, Selection & Formulation, Hypothesis.

Unit-II: Data Collection - Review of literature, Methods and techniques of Data collection, Sampling and sampling Designs, Attitude Measurement and scales.

Unit-III: Presentation and Analysis of Data, Data Processing, Statistical Analysis and Interpretation of data, Model Building and Decision Making.

Unit-IV: Presentation of Report, formats of reports, report writing, substance of report.

Unit-V: Research Paper - Concept, Importance, Preparation and Presentation of Research paper.

REFERENCE BOOKS:

M.R. Cohen & E. Nagar | An Introduction to Logic & Scientific Methods.
Yong Pauline | Scientific Social Surveys and Research.
W.J. Good | Methods in Social Research.
Wilkinson & Bhandarkar | Methodology & Techniques of Social Research.
Group C : Marketing Management

SP01: PCB3EC1:
Retail & Services Marketing

Unit 1

Retail marketing and retail management, strategic retail marketing, retail marketing mix, CRM and retail marketing, CBB & retail marketing

Unit 2

Retail location & related strategies, retail store operations, retail organizations & structure, applications of IT in retail, retail distribution and SCM

Unit 3

Retail pricing and promotional pricing, retail branding strategies, store & non-store brands, merchandising and warehousing, global retailing, modern trade and new trends in retailing

Unit 4

Services, nature, characteristics, service product & pricing, service positioning, pricing services

Unit 5
CRM and services, managing service quality, CBB and services marketing, service demand management, promoting & services

**Unit 6**

MIS & research for services, demand analysis for services, managing service processes, service distribution, employees (people) and services marketing

**References:**

1. Retail Marketing Management – David Gilbert
2. Retail Marketing – A Sivakumar
3. Retail Marketing – P Mcgoldrick
4. Retail Management – Barry Berman/ Joel R Evans/ Mini Mathur
5. Services Marketing – K Rama Mohan Rao
6. Services Marketing - Alan Wilson, ValerieZeithaml, Mary Jo Bitner, DwayneGremler
7. Services Marketing – Christopher Lovelock/ JochenWirtz/ JayantaChatterji
8. Services Marketing – Harsh Verma
SP02: PCB3EC2

Product Management & Brand Management

Unit 1

Product Life Cycle and its variants, levels of a product, product mix, product portfolio decisions, BCG matrix and its applications.

Unit 2

Product planning, new product development process, Innovation and Creativity, product testing, product placement & commercialisation, conducting financial cost benefit analysis and its tools.

Unit 3

Introduction to brands, branding and brand management, brand research and brand equity, branding for different product categories, branding & differentiation, brand image, brand element and brand association.

Unit 4

Brand equity measurement, competitive analysis, brand positioning, brand hierarchies and brand portfolio analysis.

Unit 5

CBBE (Customer based brand equity), Branding & IMC, branding and marketing mix, branding and product mix, brand attributes, branding and segmentation.
Unit 6

Developing brand strategies, brand image and awareness, brand equity systems, brand value, brand extensions, brand roadmap, sustaining and managing brand equity and global branding.

References:

1. Product Strategy & Management – M Baker & S Hart
2. Strategic Brand Management – K Keller, MG Parameswaran, Isaac Jacob
3. Expert Product Management – Brian Lawley
4. 42 Rules of Product Management – Greg Cohen
5. The Product Manager’s Handbook – Linda Gorchels
6. Building Strong Brands – David Aaker
7. Managing Strong Brands – David Aaker
8. Branding Unbound – Mathieson
9. United we Brand – Moser
GROUP D: FINANCIAL MANAGEMENT

SP01: PCB3ED1

ADVANCED FINANCIAL MANAGEMENT

Unit I: Capital structure & Value of firm - Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signaling theory. EBIT-EPS Analysis


Credit policies, Evaluating the debtors, Credit analysis & decision, Credit terms & collection policies, Control of accounts receivables, Heuristic approach

Unit III: Leasing, Hire-purchase & Project Finance - Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire-purchase arrangement, Choice between leasing & hire purchase, Project finance

– Private Equity, Venture Capital.

Unit IV: Risk Analysis in Capital Budgeting - Sources & perspective of risk, Sensitivity analysis, Scenario analysis, Break-even analysis, Miller Model, Simulation analysis, Decision tree analysis, Corporate risk analysis, Managing risk, Project selection under risk, Risk analysis in practice.

Unit V: Valuation of business and Mergers & Acquisitions - Valuation of business- Adjusted book value method, value of shares and debt method, comparison method, DCF method, M&A

– Exchange ratio Financial evaluation of mergers, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.
Unit VI: Contemporary issues in Financial Management – Public offerings - IPO, FPO, ASBA, book building, Reverse book building, private placement, Green shoe option, Red Herring Prospectus. ESOP, ESPP, Refinancing, Securitization, Private equity, venture Capital, Carbon Credit, Sarbanes Oxley Act, Balanced score card, Sub-prime crisis, P notes, GDR, ADR, ECB, Indian Depository Receipts, Hundi, Parta system,

Suggested Readings:

2. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi

SP02: PCB3ED2

RISK MANAGEMENT AND DERIVATIVES


Unit-III: Option Derivatives and Trading Strategies using options – Types of Options - Call Options, Put Options; Option Pay-Offs; Terminologies used in the Options Market; Option
Pricing – Binomial Model and Black & Scholes Model; Trading Strategies using options- caps, collars, butterfly, straddle, strangle etc. Option Greeks.

Unit-IV: Futures Derivatives and Trading Strategies using futures –Types of Futures– On the basis of Maturity, On the basis of the underlying asset; Margining in the Futures market; Terminologies used in the Futures Market; Futures Pricing – Cost of Carry Model; Trading Strategies using futures.


Unit-VI: Swaps and Credit Derivatives –Concept and Characteristics; Types of Swaps– InterestRate Swaps and Currency Swaps; Structure of Interest Rate Swaps and Intermediated Interest Rate Swaps; Relation between Interest Rate Swaps and Forward Rate Agreements; Calculations on Swaps. Concept of Credit Derivatives; Evolution and the Global Scenario; Types – Credit Default Swaps, Total Return Swaps, Credit Options, Credit Linked Notes. RBI guidelines.

NB: Numerical shall be based on Unit I, Unit III, Unit IV, Unit V and Unit VI only.
Suggested Readings:

1. Strategic Financial Management – Dr. J.B. Gupta – Taxmann’s, New Delhi
4. Financial Management: Problems and Solutions, Ravi Kishore, Taxmann, New Delhi
Group E-Human Resource Management

SP01: PCB3EE1 :

Performance Management & Compensation


Unit III: Competency Mapping / Workflow Mapping - Concept, Practical Application, Implementation

HR Scorecard / Balanced Scorecard - Introduction, Concept, Structure, Practical Application


Performance Planning and Potential Appraisal – Trait Based, Behavior Based and Result Based, Pitfalls.

Unit V: Career Management - Career Development Plan - Employee’s and Employer’s Role,

Unit VI: Ancillary Topics - Goal Setting, Promotions and Transfers; Separations-Retirement, VRS, Deputation, Death, Retrenchment, Pink Slips.

Suggested Readings

4. Accounting Practices in HRM by M. Kolay
5. Managing Human Resources by Monappa Publication – Macmillan
SP02 : PCB3EE2:

Training & Development Practices

Unit I: Training and Development - What is training? Nature of training, Significance of training, Importance of training, Scope & Objectives of training, Benefits of training, Philosophy of training.

Unit II: Training Need Analysis and Design - Identification of training needs, Environment for training, Areas of training, Responsibilities for providing training, Training Calendar, Facilities for training. Training Design - Perspectives for Designing Training, Designing a training programme, Objectives, components and methods of training designs, Training Process, Training of trainers (TOT).

Unit III: Training & Development Methods and Techniques - Approaches to Training, On the Job Training & Off the Job Training, Training Methodology – Case Study, Management Games, Brain Storming, Role Play, In- Basket exercises, Group Discussion; Teaching aids and techniques, Audio-visual aids, Cross cultural training. Concept & Importance of MDP’s, Steps in MDP’s, Methods and Techniques of MDP’s.

Unit IV- Evaluation of Training - Feedback from participants, Measurement of training effectiveness, Types of evaluation techniques, Evaluation of trainers and facilities for training.

Unit V- Introduction to HRD - Field of HRD: A multi dimensional and new concept, Goals and challenges, Objectives and determinants, Approaches to HRD. Issues in HRD - Strategy for HRD: Diversify in work force, exit strategy, competitive advantage and relationship management; Human Resource Planning for diversification, expansion, mergers, acquisitions and takeovers.

Unit VI- HRD In Different Sectors: - HRD Organizations, Government Agencies and their role in HRD, Rural development through HRD, Emerging Sectors: I.T. and I.T.E.S.
Suggested Readings

1. Personnel Management and Human Resources – N.C. Jain & Saakshi (Allied Publisher)


7. Strategic Human Resource Management, by Tanuja Agrawal, Publisher: Oxford University Press.


9. Knowledge Management and the Role of HR by Chris Harman, Publisher: FTPrenticeHall

10. HR Interventions in the Global Competitive Regime: Strategies for Leadership by Charles Xavier, C.S. Adhikary and RamanaMurty, Publisher: ExcelBooks
Elective -II

Group F - Information Technology Management

SP01: PCB3EF1:

Database Management Systems

Unit I: Introduction to Database Management System - DBMS (DatabaseManagementSystem), FMS(File Management System), FMS Versus DBMS, Overview of DBMS, DBMS Model, DBMS Architecture. Design Consideration, Decomposition, Functional Dependency, Normalization, 1NF(First Normal Form), 2NF(Second Normal Form), 3NF(Third Normal Form), BCNF(Boyce-Codd Normal Form) (First Normal Form), 4NF(Fourth Normal Form), 5NF(Fifth Normal Form), De-normalization.

Unit II: Entity / Relationship (ER) Modeling - Aspects of ER modeling, Types of Relationship, Practical Applications, Developing of ER Diagrams of various systems (e.g. Organizations, Educational Institutions and any live entity examples). Relational Model - Relational Database Primer, Relational Database Characteristics, Relational Algebra, Relational Calculus, Database Integrity, Keys, Entity & Referential Integrity, Views, Joins.

Unit III: Brief Introduction to SQL - History & standardization of SQL, Benefits of SQL, Elements of SQL languages, Database Objects, Reserve words, Variables, data types, DDL commands (CREATE, DROP, MODIFY, ALTER), DML COMMANDS (INSERT, UPDATE,DELETE, SELECT), DCL commands, Embedded SQL, Dynamic SQL.

Unit IV: Data Mining & Data Warehousing - Data Mining Concept, Terminology, Functions, Applications, Types (Text, Concept, Graph, Sequence, Tree), Techniques, Software. Data Warehousing - Concept, History, Storage Methods, Success Parameters, Software Evaluation, Architecture, Developing Strategy, Use in Strategic Decision Making, Maintenance Issues, Web Data Analysis.

Unit V: Object Technology - Introduction to Object Technology, Abstraction, Encapsulation, Inheritance, Object Technology & RDBMS, Object Oriented Database Management System (OODBMS).

Unit VI: Advanced Topics in DBMS - Deductive Databases: features, Overview of Logic, knowledge representation, Internet & DBMS, Multimedia Database, Digital Libraries.

Suggested Readings:

1. Database Processing; Fundamentals, Design, and Implementation: David Kroenke, McMillan
2. Systems and Developers Manual for a RDBMS such as ORACLE
4. Object Oriented Analysis: Peter Coad and Yourdon Edward, 2nd Ed, Eaglewood Cliff, New Jersey Yourdon Press
5. Database Management: Fred McFadden and Jeffery Hoofer, 3rd Ed., Redwood City, Benjamin
   – Cummins, 1991
6. Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management by Michael J. A. Berry
SP02: PCB3EF2:

E-BUSINESS


Suggested Readings:


4. Knowledge Management by Carl Frappaoelo
GROUP G

HEALTHCARE MANAGEMENT

SP01: PCB3EG1 : Healthcare and Social Policy


Unit II: Health care and Social development.


Unit V: Concepts of Environmental Health Care; Microbiological considerations; Laundries, CSSD, Insect, Rodent Control, Emergency and Disaster Planning; Safety Management; Patients and Personnel Safety, Fire Safety, General Sanitation.

Unit VI: Hazardous Waste Management; Solid Waste Handling & Disposal; Liquid Waste Handling, Collection & Disposal; Water Treatment and Distribution, Planning and Organising for Safety and Waste management. Legal and Social Aspects of Waste Management; Trends and Practices.

Suggested Readings

1. Chatterice, Meera, "Implementing Health Policy". 1988, Manohar, New Delhi,


**SP02 : PCB3EG2:**

**Community Health, Epidemiology & Population Management**

**Unit I:** Meaning and scope of epidemiology.

**Unit II:** Health statistics and health indicator, Morbidity, Mortality. Data sources, collection, analysis and uses, Health Information System, Use of Computers.

**Unit III:** Primary health care and community participation. Models and factors associated with health and diseases.

**Unit IV:** Organizational aspects of community health. Clinical care.

**Unit V:** Physical aspects of community health, Psychological aspects of community health. Special aspects of community health, Drugs, Alcoholism etc. Preventive and promotive health care.
Unit VI: Population policy, Planning and management.

Suggested Readings

2. Hill, A B. "A short textbooks of Medical Statistics". 1-84. UNI Books
Group H

International Business Management

SP01 : PCB3EH1 :

External Sector In India – Policy, Procedures & Practices

**Unit I:** Composition, Growth And Direction Of Exports & Imports From India (Countries&Commodities/ Products) Major Export & Import Products & Services, Iec Codes Importance And Procedures, Export Incentives, Thrust Areas For Export Promotion.

**Unit II:** Role Of Government/ Institutions In Export Promotion–Commerce Ministry,Dgft,Chambers Of Commerce, Export Promotion Councils, State Trading Corporations, Commodity Boards, Eou Etc.

**Unit III:** Export Quality & Packaging Standards , Customs And Excise RegulationsApplicableTo Exports & Imports, Role Of Clearing & Forwarding Agents.

**Unit IV:** Exim Documentation, Preparation Of Contracts, Processing Export Order,IntroductionTo Letters Of Credit, Incoterms &Ucp 600, Ispm-15 (Fumigation)

**Unit V:** Logistics Management , Shipping Cargo, Vessels And Charters, Multi ModalTransport,Shipping Documents.

**Unit VI:** Marine / Air Insurance, Export Risk Coverage (Ecgc) Settlement OfInternationalTrade Disputes, Arbitration,
Suggested Readings

International Business Environment – V.K. Bhalla, Anmol Publications
Export Management – Khurana, Galgotia Publications

Export Import Procedures & Documentation – K.S. Jain, Himalaya Publishing
SP02 : PCB3EH2:

Foreign Exchange Management & Export Finance


Unit III: Overview Of FEMA–General Provisions Applicable For Export / Import Transactions

Unit IV: Finance Of Foreign Trade–Need, Importance Of Export Finance, Funded And Non Funded Facilities, Pre-Shipment, Post Shipment Credit Principles And Procedures, Preshipment Credit In Foreign Currency (Pcfc), Factoring And Forfaiting, Role Of Financing Bank In Export Finance, Concept Of Central Bank & Its Control On International Trade In Country.

Unit V: Risk Management In Foreign Exchange–Foreign Exchange Risk Nature And Implications, Transaction, Translation And Economic Exposure, Hedging, Forward, Future, Swaps And Options

Unit VI: Foreign Exchange Inflows (Major Sources) - Nri Accounts Types, Eefc Accounts, Fdi And Fii, Ecb, Adrs And Gdrs, Nastro & Vastro Accounts.
Suggested Readings

Foreign Exchange – Jeevanandam C. Sultan Chand & Sons

Foreign Trade & Foreign Exchange – Chaudhari&Agrawal, Himalaya Publishing House
Group I

Operation Management

SP01 : PCB3E11 : Supply Chain Management

Unit I: Understanding the Supply Chain, Supply Chain Performance and Drivers

What is Supply Chain, Objectives of a Supply Chain, Importance of Supply Chain Decision, Decision Phases in a Supply Chain, Competitive and Supply Chain Strategies, Achieving Strategic Fit, Drivers of Supply Chain Performance, Framework for Structuring Drivers.

Unit II: Designing the Supply Chain Network Designing Distribution Networks and Applications to e-Business: Role of distribution in a supply chain, Factors influencing distribution network design, design options for a distribution network, e-Business and the distribution network, Network Design in the Supply Chain: the role of network design in the supply chain, factors influencing network design decisions, framework for network design decisions, models for facility location and capacity allocation, Network Design in an Uncertain Environment: Impact of uncertainty on network design.

Unit III: Planning Demand and Supply in a Supply Chain Demand Forecasting in a Supply Chain: The role of forecasting in a supply chain, Characteristics of forecast, Components of forecast and forecasting methods, Basic approach to demand forecasting, managing, Predictable Variability: Responding to predictable variability in a supply chain, Managing supply and demand, Managing predictability and implementing solutions to predictable variability in practice.

Unit IV: Planning and Managing Inventories in a Supply Chain Managing Economies of Scale in a Supply Chain: Role of Cycle Inventory, Economies of Scale to exploit fixed cost and quantity discount, Short term discounting, Managing Multi-echelon Cycle Inventory, Managing Uncertainty in a Supply Chain: Role of Safety Inventory in a supply chain, Determining Appropriate Level of Safety Inventory, Managing Safety Inventory in a multi-echelon supply chain.
Unit V: Designing and Planning Transportation Networks

Transportation in a Supply Chain: Role, Modes of transportation, transportation Infrastructure, Design options for a transportation network, trade-offs in transportation design, Risk management in transportation.

Unit VI: Managing Information Flow in Supply Chains

The Role of IT in a Supply Chain, The Supply Chain IT framework, Customer Relationship Management, Supplier Relationship Management, Internal Supply Chain Management, Supply Chain Technologies: Bar Code, RFID, EDI, e-business suites etc.

Suggested Readings


3. Supply Chain Management Text & Cases, Vinod V Sople, Pearson Education

4. Supply Chain Management, Janat Shah, Pearson Education

5. Supply Chain Management, Ballau and Srivastava, Pearson Education
SP02: PCB3EI2: Total Quality Management

Unit I: Understanding Quality and Quality Philosophies - Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs, Quality Philosophy of Deming, Joseph Juran, Philip Crosby, Genich Taguchi.

Unit II: TQM Principles - What is TQM?, What Does TQM Cover?, Guiding Principles of TQM, Managerial Perspective to TQM

Unit III: Statistical Process Control (SPC) and Other Quality Improvement Techniques –

Process Control Charts, Control Charts for variables and attributes, Pareto Diagrams, Scatter Diagrams, Run Charts, Cause and Effect Diagrams, Concept of six sigma.


Unit VI: Business Process Reengineering - What is BPR?, Need for BPR, BPR in USA, Europe, India.

Suggested Readings


GROUP J

BANKING & FINANCIAL SERVICES MANAGEMENT

SP01 : PCB3EJ1 : Banking Operations and Services

Unit I: Overview - Definition-utility of banks–banks and economic development -types of banks with their individual functions –Role of RBI – Monetary management –business in the globalized era, Rights of a banker, Clayton's case, Banker's Obligation to honour cheques, Secrecy of customers' accounts. Customers' Accounts - Introduction for opening new accounts, opening of savings, current and fixed deposit accounts Minor's accounts, Club accounts, Partnership accounts, Joint stock company's account. Attorney's account, Joint accounts, Insolvency of the customer

Unit II: Payment and Collection of Cheques - Form of Cheque, Date, Amount, Insufficiency of funds, customer's signature, Countermanding payment of cheque, Crossing, Not Negotiable Crossing, Endorsements and Effect of Material Alterations. Liability for conversion, Protection to the collecting Banker, Duties of Collecting Banker.

Unit III: Bills of Exchange - Definition, Parties, Accommodation Bill, Calculation of Date of Maturity, Dishonour of Bills, Noting and Protesting, Drawee in Case of Need. Bank Drafts - salient features


Unit V: Investment Banking services: Fee based and Fund based services: Credit Cards, Debit Cards, Venture Capital, Factoring, Forfeiting and Bill Discounting. Leasing and Hire Purchase, Housing Finance, Other investment banking a services including distribution of Insurance and Mutual fund products, PMS – Process and monitoring.

Suggested Readings:

2. Banking Law & Practices by H.C. Agarwal, Siwan Publications. –paper I
3. Indian Financial System & Commercial Banking by Shri B. Raviramchandran, Dr. Dwivedi et al, IIBF, Mumbai Paper I
4. An introduction to documentary Credit – RupNarayan Bose, Macmilan India Ltd. New Delhi –paper I
5. Financial Institutions, Markets & money by David S. Kidwell & others, John Willy & Sons
SP02 : PCB3EJ2: Bank Financial Management

Unit I: Objective of bank management - Raising financial resources of different types at most competitive rates; deployment of funds profitably in various avenues such as loans, securities, project finance, etc.; management of various risks accompanying these functions; compliance with various regulations; keeping expenses under control and optimizing the value to the shareholders.

Unit II: Bank Profitability and Productivity - Analysis of Bank profits - computation of profit - various components of casts and yields and their parameters - indicators of return to shareholders. Need for growth – inter-dependability of growth in profits and in assets - growth of profits through improvement in efficiency (operating profitability and asset utilization) and through growth in assets (equity multiplier) - limitations on growth (regulation - risk management - technology and other costs - economic cycles)


.Role of Treasury and ALCO in asset-liability management Risk Management - Credit Risk Definition, Credit Risk and its underlying risks - Default risk, Exposure risk, Recovery risk, Collateral risk, Third party guarantee risk

Unit IV: Liquidity Issues - Structuring of timing of cash flows - inflow / outflow. Identification of availability of liquidity sources to match specific liquidity needs over the time horizon of short, intermediate and long-term needs, Sourcing liquidity from the money market and dependence on Liquidity Adjustment Facility of the Central Bank. Tying up back stop facilities / line of credit for contingent needs; Use of other on-balance sheet and off-balance sheet instruments for liquidity; Developing suitable investment management strategies to synchronize with liquidity needs

Unit V: Liquidity Management - Objective of Liquidity Management - i) Liquidity management policies and plans, ii) Recognizing distinct liquidity needs - short, intermediate and long, iii) Recognizing distinct group of liquidity sources: liquidity through fresh borrowings, liquidity through repayments from borrowers, liquidity through statutory reserves. Determination of optimal level of liquidity in terms of CRR and SLR.
Unit VI: Interest rate management - Fundamental factors affecting interest rates - Concept of interest, time, liquidity preferences, role of expectation in the interest rate formation, nominal and real interest rates, interest rate theories, role of the central bank in liquidity management, Role of Money Market and sources of liquidity in the Indian money market, RBI's policy and impact of Liquidity Adjustment Facility (LAF)

Suggested Readings

1. Financial Management- Theory and Practice, 6th Ed.,- Prasanna Chandra
2. Financial Management- Theory and Practice, Khan & Jain
4. BUSINESS MASTERMINDS: WARREN BUFFETT by hellerrobert
5. Financial Management- I M Pandey
GROUP K

AGRI-BUSINESS MANAGEMENT

SP01 : PCB3EK1 : Agro-Input Management

Unit 1: Fertilizers: Introduction, Concept of Agricultural Inputs; Role of fertilizer in agriculture production, raw materials needed for and principles of manufacture of nitrogen, phosphatic, and potassic fertilizers, secondary nutrient sources and micronutrients formulation; infrastructures for marketing and distribution of fertilizers; fertilizer quality control and pricing policy, constraints in fertilizer use and emerging scenario of fertilizer use, scope of bio-fertilizers; environmental pollution due to fertilizers. fertilizer sampling, quality evaluation, formulation of fertilizer mixture, and methods of fertilizer recommendation for crops, study of fertilizer marketing systems.

Unit 2: Agro-Input Management: Demand and supply scenario of major agro inputs seed, fertilizers, agrochemical tractor and other farm machines, pricing agro inputs; information system for agro-input marketing, Role of trade fairs like Agro Vision.

Unit 3: Agro-Chemicals & Technology Management: Role, status and organisation of agrochemical industry in the Country; alternate of novel methods of pest control, integrated pest management; role of biological controls as plant protection methods; methods of quality control qualitative and quantitative agrochemicals and residue analysis; guidelines for the use of agrochemicals, environment; adulteration and legal requirements.

Unit 4: Seed Production Technology: Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement; seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds;

Unit 5: Seed Processing: Installation and management of seed processing plants-Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds; Seed industry in India-present status and future prospects
Unit 6: managing seed industry: Role of public, private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential, organization of seed industry in India; Human resource development in seed industry, managing seed industry efficiently.

Suggested Readings

1. Agri Business Management/Himanshu. Jaipur, Ritu
2. Encyclopaedia of Agricultural Marketing : Marketing of Farm Inputs Seed, Fertilizer and Irrigation, Vo. IX/Jagdish Prasad
4. Seed Technology/Dhirendra Khare and Mohan S. Bhale
6. Agro Based Hand Book of Cultivation, Plantation and Farming : With Directory of Manufacturers/Suppliers of Agricultural Equipments & Implements and Suppliers of Agricultural Fertilizer, Seeds, Chemicals etc
7. Industrial Agriculture/Payman Mahasti
Unit 1: Livestock Industry: Present status of livestock products industry in India-dairy, meat, poultry, skin, hides,-wool; selection of livestock type, production and processing units; processing industry in India; alternate production and processing technology; demand scenario for livestock products in domestic and global markets; improvement in products through disease control;

Unit 2: Feed Business Management: Role of management in feed manufacturing industry, organizing and planning feed manufacturing unit with special emphasis on design of manufacturing processes, equipment, material handling and physical facilities, control procedures in feed manufacturing units with emphasis on inventory management, developing and evaluation of purchasing organisations system, planning and production of good quality feeds, quality control of raw material and finished products, regulations relating to the manufacture and sale of feed stuff

Unit 3: Storage and transport: Veterinary advisory services, extension activities, quality control system; packaging, preservation and storage systems for livestock products; transport means for domestic and global markets; quality control during storage & transit; extent of losses during storage and transport and ways to minimize the same; slaughtering and processing-plant design and operations; treatment of by- products; marketing and distribution of animal products existing and desired; quality standards for various products, and environmental and legal issues.

Unit 4: Poultry and Hatchery Management: Poultry and hatchery industry, role of management in poultry industry establishing a poultry and hatchery unit -location, size and construction, equipment and physical facilities, organizing and managing poultry. Incubation and hatching, production of quality chicks and eggs, factors affecting hatchability, bio security and hatchery sanitation, handling of hatching eggs.

Unit 5: maintaining chick quality: -chick grading, sexing, packing, dispatch, transportation and chick delivery, franchise hatcheries, custom hatching, brooding, growing and laying management, crises management, industrial feeding, housing and disease management, waste
management, record management accounting and budgetary control, risks and insurance, personnel management including wages and salaries, job evaluation and employee appraisal,

Unit 6: Marketing of Livestock : Direct sale and sale through franchisees/agents, advertisement, sale and after sale services, other innovative sales strategies. Management- direct sale and sale through franchisees/agents, advertisement, sale services, other innovative sales .recent trends

Suggested Readings

1. Livestock Feeding Strategies for Dry Regions/edited by P.S. Pathak and S.S. Kundu
2. Trends in Livestock Research/S.K. Kaushish
3. Livestock Economy of India/P.C. Bansil and S.P. Malhotra
5. Hand Book of Poultry Farming and Feed Formulations
7. Fertility and Hatchability of Chicken and Turkey Eggs/Lewis W. Taylor
Group L

Power Management

SP01 : PCB3EL1 :

CONVENTIONAL AND NON-CONVENTIONAL RENEWABLE ENERGY SYSTEMS

Unit I : Steam power stations: - Site selection, Prime movers, Arrangement of plant and principle auxiliaries, Operating costs.

Unit II : Hydro power stations: - Site selection, Prime movers, Arrangement of plant and principle auxiliaries, Operating costs, Surge tank and penstock.

Unit III : Nuclear power stations: - Fission and fusion technology fundamentals, Layout and reactors, Prospects and limitations.


Unit V : Other non-conventional/Renewable energy sources: - Ocean thermal energy, Tidal and wave energy, Geothermal energy, Principles, Scope and Availability.

Unit VI : Bio-energy: - Biomass and its uses, Classification of biomass as energy sources, Characteristics of bio-mass and its conversion process.
Suggested Readings

2. Elements of Power system design by M.V. Deshpande
3. Power Stations by Domkundwar
5. Energy Technology by S. Rao and Parulekar
SP02 : PCB3EL2: ENERGY AUDIT AND MANAGEMENT

Unit I : General energy problem, energy use pattern of various types of consumers, scope for energy conservation.

Unit II : Energy Audit, Energy monitoring, energy accounting and analysis.

Unit III : Auditing and targeting of electrical energy, electrical energy conservation in buildings and industries.

Unit IV : Load curve analysis and load management, energy efficient drives, Tariffs and power factor improvement.

Unit V : Economic operation of power plant operation, Economic scheduling of power stations.

Unit VI : Economic operation of power system, Demand side management: - Concepts, planning and implementation methods.

Suggested Readings

3. Power Stations by Domkundwar