

**CENTRAL UNIVERSITY OF PUNJAB, BATHINDA**



**M.B.A. (Agri-Business)**

**Programme**

**Session 2017-18 Onwards**

**Centre for Applied Agriculture  
School of Basic and Applied Sciences**

# **CENTRAL UNIVERSITY OF PUNJAB, BATHINDA**

## **M.B.A. (Agri-Business) Programme**

The Master of Business Administration (Agri-Business) is a two-year whole time residential Master's degree programme which grooms students into professional managers for core areas of agribusiness and allied sectors. The programme aims at providing a comprehensive coverage incorporating the foundation, functional and elective courses relevant to management discipline, in general, and agribusiness management, in particular.

The objective of the Post-graduate Programme in Agri-business Management is to transform young men and women into competent professional managers for the agriculture, food, agri-business, rural and allied sectors. The programme caters to the needs of enterprises serving these sectors, both domestic and international. The programme will build sensitivity to domestic and international market needs and span the entire agricultural value chain. The programme specifically attempts to:

- a. Equip the participants with the requisite knowledge, skills and attitudes for managerial decision making and implementation in the unique context of agribusiness
- b. Encourage entrepreneurial capabilities in participants to make them effective change agents in agri-business
- c. Develop participants' capabilities to become leaders and nurture in them a commitment for integrity, ethics and social purpose

### **1. Eligibility Criteria**

The candidate must hold a Bachelor's Degree in Agriculture Sciences or in Agriculture-related disciplines, with at least 55% marks or equivalent CGPA [50% in case of the candidates belonging to Scheduled Caste (SC)/Scheduled Tribe (ST), Persons With Disability (PWD) category] of any of the Universities incorporated by an act of the Central or State legislature in India or other educational institutions established by an Act of Parliament or declared to be deemed as a University under Section 3 of the UGC

Act, 1956, or possess an equivalent qualification recognized by the Ministry of HRD, Government of India or a Bachelor's degree in Agriculture Sciences or Agriculture-related disciplines recognized by ICAR. The Bachelor's Degree or equivalent qualification obtained by the candidate must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

Agriculture related disciplines shall include: Agriculture, Agri Business Management, Commercial Agriculture, Agricultural Marketing and Cooperation, Agricultural Engineering, Biochemistry, Biotechnology, Dairy Technology, Fisheries, Food Technology, Food Processing Engineering, Forestry, Horticulture, Sericulture, Home-Science, Veterinary Science & Animal Husbandry and all other streams of Agriculture and Allied subjects. The candidates qualifying for admission to MBA (Agri-Business) Programme with these streams shall be given a weightage of 10% (Diversity Factor) while preparing the final merit for selecting the candidate for this programme.

(Or)

The candidate must hold a Bachelor's degree or equivalent qualification in any other subject such as Humanities, Social Sciences, Pure Sciences, Engineering, Commerce, Management, Design & Planning and Rural Management/Development, etc., with at least 55% marks or equivalent CGPA [50% in case of the candidates belonging to Scheduled Caste (SC)/ Scheduled Tribe (ST), Persons With Disability (PWD) category] from a University or Institution as defined in the above paragraph. The candidates qualifying for admission to MBA (Agri-Business) Programme with these streams shall be given a weightage of 3% (Diversity Factor) while preparing the final merit for selecting the candidate for this programme.

The Bachelor's Degree or equivalent qualification obtained by the candidates must entail a minimum of three years of education after completing higher secondary schooling (10+2) or equivalent.

## **2. Admission/Selection Procedure**

The selection of candidates for admission to the MBA (Agri-Business) at Central University of Punjab, Bathinda is a three-step process.

In the first step, candidates have to apply whenever notified and appear for Central University Common Entrance Test (CUCET) /CAT conducted by Indian Institute of Management (IIM)/GMAT conducted by Graduate Management Admission Council

(GMAC). Students with valid CAT/GMAT score will be exempted from appearing in CUCET.

Syllabus for Central University Common Entrance Test (CUCET) regarding this Programme will be as follows:

<b>S. No.</b>	<b>Topic</b>	<b>Weight in Percentage</b>
1	Basics of agriculture and allied science including Agriculture, Agri-Business Management, Commercial Agriculture, Agricultural Marketing and Cooperation, Agricultural Engineering, Biochemistry, Biotechnology, Dairy Technology, Fisheries, Food Technology, Food Processing Engineering, Forestry, Horticulture, Sericulture, Home-Science, Veterinary Science & Animal Husbandry	50%
2	Quantitative Ability	15%
3	Data Interpretation	15%
4	Logical Reasoning	10%
5	Verbal Ability (English)	10%

In the second step, candidates will be short-listed for Personal Interviews (PI) from among candidates who have applied for the programme and have a valid score/certificate of above mentioned tests and satisfy the eligibility criteria for the programme.

Those who apply on the basis of CAT or GMAT score must have a score of  $\geq 80$  percentile in CAT or  $\geq 80$  percent in GMAT in case of general category candidates and  $\geq 60$  percentile in CAT or  $\geq 60$  percent in GMAT in case of SC / ST / PWD candidates. Candidates with a score below than abovementioned score will be ineligible to apply.

## 2.1 Short listing Criterion

For short listing the candidates for MBA (Agri-Business) admissions, 70% weightage will be given to the valid score/certificate of above mentioned tests, 10% for the Diversity Factor (DF), 5% for Statement of Purpose and 10% for Personal Interview (PI).

S. No.	Parameter	Weight in Percentage
1	Valid score of the mentioned exams	70%
2	Diversity Factor (DF)	10%
3	Statement of Purpose	5%
4	Personal Interview (PI)	15%

The candidate with a score of  $\geq 80$  percentile in CAT and  $\geq 80$  percent in GMAT will be given a weightage of 70% mentioned against 'valid score of the mentioned exams' in case of General Category candidates. The candidate with a score of  $\geq 60$  percentile in CAT and  $\geq 60$  percent in GMAT will be given a weightage of 70% mentioned against 'valid score of the mentioned exams' in case of SC, ST and PWD candidates.

### Selection Criteria

In the second step, after the completion of personal interviews (PI) of all candidates short-listed in the first step, candidates for admission to the 2017-19 batch of the MBA (Agri-Business) at Central University of Punjab, Bathinda will be selected from among the candidates who have attended the PI.

For final selection of candidates for the programme, 70% weightage would be given to valid score secured in CAT/MAT/CUCET, exams, 10% weightage to the DF, 5% weightage to the Statement of Purpose and 15% weightage to the PI.

### NOTE:

In the event of specific guidelines being issued by Government of India, Central University of Punjab, Bathinda reserves the right to, depending on the nature of the guidelines, continue with its PI as stated above OR use an alternative selection procedure which may include calling for additional information from short-listed

candidates, a supplementary test or any other suitable process/mechanism. Care will be taken to ensure that candidates are not put to undue inconvenience.

**3. Intake Capacity**

There shall be 15 seats for Indian Nationals. Supernumerary seats and admission procedure for foreign nationals shall be as per Govt. of India Rules. University can increase or decrease the seats as per availability of infrastructure.

**4. Reservation**

As per Government of India norms/rules applicable from time to time.

**5. Course Structure and Syllabus**

The knowledge acquired through the courses and exposure to the organizational functions through attachment with corporate/non-corporate organizations brings the desired professional competence in the students to address the demands of the fast expending Agri-Business and allied sectors. Course structure shall be devised and revised by the appropriate authority as per the provisions of statute/ordinance. The course structure includes compulsory courses, elective courses, summer internship and project work. The Course Structure and Syllabus has been given below.

## 5.1 Course Structure of MBA Agri-Business (Under Credit based system)

### SEMESTER I

S. No.	Course Code	Course Title	Credit Distribution			Total Credits
			L	T	P	
		<b>Foundation Courses</b>				
1	ABM 501	Computer Application and Data Analysis	1	0	1	2
2	ABM 502	Statistics for Management	1	0	1	2
		<b>Core Courses</b>				
3	ABM 503	Principles of Management and Organizational Behaviour	3	0	0	3
4	ABM 504	Agribusiness and Rural Environment	2	0	0	2
5	ABM 505	Food and Agriculture Policy	2	0	0	2
6	ABM 506	Managerial Accounting and Control	3	0	1	4
7	ABM 507	Business Communication and Presentation Skills	1	0	1	2
8	ABM 508	Marketing Management	2	1	0	3
		<b>Inter-Disciplinary Courses</b>				
9	-	Inter-Disciplinary Course	-	-	-	2
		<b>Rural Exposure</b>				
10	ABM 509	Rural Immersion Module	0	0	2*	2*
<b>Total</b>						<b>24</b>

**SEMESTER II**

S. No.	Course Code	Course Title	Credit Distribution			Total Credits
			L	T	P	
		<b>Core Courses</b>				
1	ABM 510	Research Methodology in Business Management	2	0	1	3
2	ABM 511	Managerial Economics	3	0	0	3
3	ABM 512	Business Policy and Strategic Management	3	0	0	3
4	ABM 513	Financial Management	3	0	1	4
5	ABM 514	Production and Operations Management	2	0	1	3
6	ABM 515	Human Resource Management	2	0	0	2
		<b>Elective Courses</b>				
7	-	General Elective - 1	2	0	0	2
8	-	General Elective - 2	2	0	0	2
9	-	Industry Oriented Elective - 1	2	0	0	2
10	-	Industry Oriented Elective - 2	2	0	0	2
		<b>Inter-Disciplinary Courses</b>				
11	-	Inter-Disciplinary Course	-	-	-	2
<b>Total</b>						<b>28</b>



**SEMESTER III**

S. No.	Course Code	Course Title	Credit Distribution			Total Credits
			L	T	P	
		<b>Core Courses</b>				
1	ABM 516	Project Management	2	0	0	2
2	ABM 517	Agripreneurship Development	2	0	0	2
3	ABM 518	Management Information System	2	0	0	2
4	ABM 519	Operations Research	3	0	0	3
5	ABM 520	Business Laws and Ethics	2	0	0	2
		<b>Elective Courses</b>				
6	-	General Elective - 3	2	0	0	2
7	-	General Elective - 4	2	0	0	2
8	-	Industry Oriented Elective - 3	2	0	0	2
9	-	Industry Oriented Elective - 4	2	0	0	2
		<b>Project Work</b>				
10	ABM 521	Summer Training / Industrial Attachment	0	0	3*	3*
		<b>Seminar</b>				
11	ABM 522	Master's Seminar - I	0	0	2	2
<b>Total</b>						<b>24</b>

**SEMESTER IV**

S. No.	Course Code	Course Title	Credit Distribution			Total Credits
			L	T	P	
		<b>Research</b>				
1	ABM 523	Project Report	0	0	10*	10*
		<b>Elective Courses</b>				
2	-	General Elective - 5	2	0	0	2
3	-	Industry Oriented Elective - 5	2	0	0	2
		<b>Seminar</b>				
4	ABM 524	Master's Seminar - II	0	0	2	2
<b>Total</b>						<b>16</b>
<b>GRAND TOTAL</b>						<b>92</b>

**Electives\*\***

**Section A: General Elective Courses (Opt any 5)**

S. No.	Course Code	Course Title	Credit Distribution			Total Credits
			L	T	P	
1	ABG 001	Agribusiness Financial Management	2	0	0	2
2	ABG 002	Farm Business Management	2	0	0	2
3	ABG 003	Food Technology and Processing Management	2	0	0	2
4	ABG 004	Agricultural Marketing Management	2	0	0	2
5	ABG 005	Agri-Supply Chain Management	2	0	0	2
6	ABG 006	International Agribusiness Trade	2	0	0	2
7	ABG 007	Commodity Markets and Futures Trading	2	0	0	2
8	ABG 008	Rural Marketing	2	0	0	2

## Section B: Industry Oriented Elective Courses (Opt any 5)

S. No.	Course Code	Course Title	Credit Distribution			Total Credits
			L	T	P	
1	ABI 001	Food Retail Management	2	0	0	2
2	ABI 002	Agricultural Input Marketing	2	0	0	2
3	ABI 003	Management of Contract Farming	2	0	0	2
4	ABI 004	Agri-Produce Post Harvest Management	2	0	0	2
5	ABI 005	Poultry and Hatchery Management	2	0	0	2
6	ABI 006	Livestock Business Management	2	0	0	2
7	ABI 007	Cooperative Enterprise Management	2	0	0	2

\*\*The Electives will be chosen by the student among those being offered by the Centre in a particular Academic Session/Semester depending upon the infrastructure and academic expertise of the faculty members available in the Centre. The decision of Centre regarding Electives to be offered in a particular Academic Session/Semester shall be final and binding to the concerned.

### NOTE:

1.L stands for class room lecture session. T stands for tutorial session consisting of participatory discussion / deskwork/ brief seminar presentations by students and such other innovative methods. P stands for practical session and it consists of hands on experience / field studies / case studies etc.

2. \*Non-Credit Courses. For NC courses, the performance will be rated as Satisfactory with a grade "S" or Unsatisfactory with a grade "US". No marks will be assigned to NC courses.

### 5.2 Interdisciplinary courses (IDC) to be offered to the students of other centres

S. No	Course Code	Course Title	Semester of the academic year the course is to be offered	Credits			Total Credits
				L	T	P	
1	ABM 525	Essentials of Management	1 <sup>st</sup>	2	0	0	2
2	ABM 526	Organizational Behaviour	2 <sup>nd</sup>	2	0	0	2

### 5.3 Syllabus Details are attached in Annexure I

## 6. Pedagogy

The cornerstone of the pedagogy for this programme at Central University of Punjab, Bathinda are the case study method of learning, lectures, seminars, group exercises, independent projects, games, role plays, industry/field visits, etc. Cases are descriptions of actual management situations based on the experience of organizations in a wide range of settings. They present facts known to executives responsible for dealing with

the situations presented, and through discussion of these situations, students will learn how to solve different kinds of managerial problems. Both Indian and international cases will be used. Cases will be reviewed every year to reflect current managerial practices and trends.

#### **7. Rural Immersion Module**

The rural immersion module has been designed to provide an opportunity to the students to observe the rural lifestyle closely and understand socio-economic situations from the point of view of rural community. The students will have hands on experience about the farm management practices. During the first semester break (at the end of the first semester and start of second semester), students will have to go to the villages and spend a fortnight with the farming community. The students will have to submit and present a report about their learning in the villages.

#### **8. Summer Internship**

After the end of the first year, the summer break is designed to provide opportunities to students to apply their knowledge and skills in real-life work situation through summer projects with prominent Agri-Business companies. Reputed Agri-business companies visit Central University of Punjab for selecting students for summer projects up to 8 weeks duration. Most of the projects are focused on critical problems related to future business strategies of the companies. The students will have to submit Summer Training Project Report and Final Project report. Besides that every year students will be subjected to Industrial Visits to the business concerns operating in Agri-Business.

#### **9. Examination and Evaluation**

Each course (except seminars and project work) would be evaluated on the basis of Continuous Assessment, Pre-Scheduled Mid Semester Tests and End semester Exam as per University guidelines.

#### **10. Project Work and Evaluation**

Student shall do individual project work under the supervision of the faculty member of the Centre. Depending up on the nature and type of the project, they may involve mentor from agri-business company as co-supervisor. There shall be no provision of

group projects. Project work and supervisor shall be assigned to the student by the Centre at the end of the first semester.

The project report must be submitted by the student at least one week before the commencement of semester examination.

The project work shall be evaluated in two components. First, by the Mentor and second by board of examiner comprising of supervisor, One faculty member of the Centre nominated by the Vice-Chancellor and the Coordinator of the Centre. The project would be evaluated for satisfactory/unsatisfactory performance. Satisfactory performance in the project work shall be a pre-requisite to pass the course.

*University reserves the right to change or to adopt any other examination and evaluation rules.*

**11. Degree**

The graduates of MBA (Agri-Business) will be conferred with the degree of ‘Master of Business Administration (Agri-Business)’.

**12. Fee**

Fee shall be as prescribed by the University for the Programme in a particular Session/Semester. Hostel Fee, Mess Fee etc. shall be payable additionally as per Central University of Punjab, Bathinda Rules. The fee is subject to revision and students shall be liable to pay the fee prescribed by the University in a particular academic session irrespective of their admission year.

**13. Financial Assistance/Scholarships**

Limited Financial Assistance subject to availability of funds will be provided to deserving candidates as per Central University of Punjab, Bathinda Rules. Students if eligible, can apply for their State Govt. or Central Govt. Scholarships.

**14. Students’ Council of Central University of Punjab**

The Students’ Council of Central University of Punjab has primary responsibility for giving feedbacks and giving safeguards regarding implementation of policies related to student activities.

**15. Central University of Punjab Alumni Association**

After successful completion of the Programme and paying prescribed fee students will become member of the Central University Of Punjab Alumni Association.

**16. Authoritative Jurisdiction**

Any issue regarding the interpretation of this Ordinance shall be referred to the Vice Chancellor, whose decision; in his/her capacity as the Chairperson, Academic Council, shall be final and binding on all parties. The Vice-Chancellor may constitute necessary committees pertaining to any specific issue arising out of the present ordinance to resolve the issue.

# **Annexure I**

## **(Detailed course content)**

## FOUNDATION COURSES

**Course Name: Computer Application and Data Analysis**

**Course Code: ABM 501**

L	T	P	Credits
1	0	1	2

**Objective:**

*The course objective is to acquaint the students with the knowledge and use of computers and simple applications of computers in managerial decisions. Effort will also be made to provide them an orientation about the increasing role of computers in corporate/business world.*

### **Unit I**

Concept of Computers- Brief History of Computers, Generation and Its Evolution, Characteristics of Computers, Hardware and Software, introduction to computer languages, Main Areas of Computers and their Applications; Types of Computers – Analog, Digital, Hybrid, General Purpose and Special Purpose Computers, Micro Computers, Mini-Computers, Main-frame Computers, and Super Computers.

### **Unit II**

Input-Output Devices, Storage Units ( Disks, CD-ROM, DVD-ROM, Blue Ray Disk and tapes), Memory Types ( Cache, RAM, ROM), Memory Units, Generation and types of Microprocessor.

### **Unit III**

Data and Information – Data Definition, Data Processing Systems, Data Type Numeric, Alphabetic, Audio, Graphic, and Video and Their Presentation; Data Processing- Introduction to Data Processing, Computer as a Tool for Data Processing, Data Processing Cycle, Data Processing Techniques, Data Analysis, Data Inputs and Outputs, Data Processing Management, Data Security.

### **Unit IV**

Introduction to operating systems, word processors, spread sheets, presentation softwares, DBMS and softwares for statistical analysis. Introduction to LAN, WAN, MAN, internet and search engines; Introduction to agri-portals like agriwatch.com, agmarknet.nic.in, echaupal.com

**Suggested Readings:**

1. Goel, A. and Ray, S. K., 2012, Computers: Basics and Applications. Pearson Education India
2. Microsoft Office Professional 2013 Step by Step <https://ptgmedia.pearsoncmg.com/images/9780735669413/samplepages/9780735669413.pdf>
3. Whiteley, D., 2008, E-Commerce: Strategy, Technologies and Applications. Tata McGraw-Hill Education.



**Course Name: Statistics for Management**

**Course Code: ABM 502**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	0	1	2

**Objective:**

*The objective of this paper is to acquaint the students with various statistical tools and techniques used to decision making necessary for a manager.*

**Course Contents:**

**Unit – I**

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and characteristics; skewness: meaning and co-efficient of skewness

**Unit – II**

Correlation analysis - meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation; regression analysis -meaning and two lines of regression; relationship between correlation and regression coefficients. Time series analysis - measurement of trend and seasonal variations; time series and forecasting.

**Unit – III**

Probability: basic concepts and approaches, addition, multiplication and Bayes' theorem. Probability distributions - meaning, types and applications, Binomial, Poisson and Normal distributions.

**Unit – IV**

Tests of significance; Hypothesis testing; Large samples, Small samples: t Test, z Test, Chi-square test, F Test, Analysis of variance.

**Suggested Readings:**

1. Anderson, 2009, Quantitative Methods in Business. Thomson Learning, Bombay.
2. Bhardwaj, R. S., 2000, Business Statistics. Excel Books.
3. Hooda. R. P., 2003, Statistics for Business and Economics, McMillan India Ltd.
4. Kothari C.R., 2007, Quantitative Techniques. Vikas Publishing House, New Delhi.
5. Levin, R.I. and Rubin, D.S., 2008, Statistics for Business. Prentice Hall of India, New Delhi.

## **CORE COURSES**

**Course Name: Principles of Management and Organizational Behaviour**

**Course Code: ABM 503**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
3	0	0	3

**Objective:**

*The objective of this course is to sensitize students to the various facets of management as well as human behavior at individual, group and organization level.*

**Course Contents:**

### **Unit-I**

Management-nature, scope, significance and functions of management, Evolution of management thought. Organisations as Socio-technical systems, Nature, scope and significance of organizational behaviour. The contingency approach to Management. Planning and Decision making: Contribution of Planning to purpose and objectives, Types of Planning, the planning process, Environmental Scanning-PEST analysis and Industry Analysis. SWOT Analysis., decision Making- types of Decisions, Models of Decision making, Process of Rational Decision Making, factors affecting decision making- decision styles, individual vs. group decision making, Decision Support Systems.

### **Unit-II**

Organising: Organisational Structure-dimensions of organization structure, Types of organisation structure, Advantages and Disadvantages of different types of structure. Organisation Design- The contingency approach, Mintzberg's Framework. Leading: Staffing- Selection process, Directing- Communication: significance, Types, Process, barriers, Feedback.. Leadership- Approaches and Development. Motivation- classical and neoclassical theories, Goal Setting-MBO.

### **Unit-III**

Controlling: The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Techniques of control. Sources of Control. Design of the Control Process. Characteristics of effective Control System, Foundations of individual behaviour- Perception and Learning, Personality, Attitudes, emotions and stress, Motivation- Types, Theories and Application, Leadership.

## Unit-IV

Interpersonal Behaviour- Cooperation and Conflict, Trust and Deviance, Group dynamics- Development and decision making, Team Management, Power and Politics, Organisational Culture, Organisational Change, Stress Management.

### Suggested Readings

1. Cherunilam, F., 1993, Organisational Behaviour, Himalaya Publishing House, New Delhi.
2. Greenberg, J., 2013, Behavior in Organisations, PHI Learning Private Limited, New Delhi.
3. Harold, K. and Weirich, H., 2005, Management – A Global Perspective, McGraw Hill Education, 11th edition.
4. Kolb, D., 1991, Organizational Behaviour: Practical Readings for Management, 5th Englewood Cliffs, New Jersey, PHI.
5. Luthans, F., 2002, Organisational Behaviour, Prentice Hall of India, New Delhi.
6. Mainiero, L. A. and Tromley C. L., 1985, Developing Mangement Skill in OB, New Delhi, PHI.
7. Neck, C. P., Houghton, J.D. and Murray E.L., 2017, Organizational behavior, Sage Publication India Private Limited.
8. Robbins, S.P. and Vohara, N., 2011, Organisational Behaviour, Pearson Education, New Delhi.
9. John A. Wagner III, J. A. and Hollenbeck, J. R., 2015, Organizational Behaviour, Routledge Taylor & Francis Group, New York.

**Course Name: Agribusiness and Rural Environment**

L	T	P	Total
2	0	0	2

**Course Code: ABM.504**

**Objective:**

*To provide the students an insight into broad rural and agricultural environment in India.*

**Unit I**

Introduction to agribusiness environment, Key factors of agribusiness environment-finance, infrastructure, legal and regulatory framework, Stakeholders in the establishment of enabling environments-public as well as private roles.

**Unit II**

Importance of rural community in Indian economy, Status of Employment, Income and Consumption in Rural India, Characteristics of Indian Rural community. Role of Agriculture in Indian Economy.

**Unit III**

Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.

**Unit IV**

Rural Socio-economic change, Land Reforms, Agrarian transition-Pre-green revolution and post green revolution, rural financial inclusion as well as exclusion, Rural technological Inclusion as well as Exclusion. Rural Urban Migration and its impact on agriculture, Globalization and rural economy, Impact of Media on Rural Culture.

**Suggested readings:**

1. Deshpande, R.S. and Arora, S., 2010, Agrarian crisis and farmer suicides. Sage publications, Delhi.
2. Gupta, K. B., Siddiqui, F. and Alam, I., 2014, Rural Management, CBS Publishers and Distributors Pvt. Ltd., Delhi.
3. Konig, G., Da Silva, C. A. and Mhlanga, N., 2013, Enabling environments for agribusiness and agro-industries development: Regional and country perspectives, FAO, Roma (Italia).
4. Palanithurai, G. and Ramesh, R., 2011, Globalisation and rural development. Concept publishing company, Delhi.
5. Sabharwal, D., 2002, New Technology and Agrarian Change, Sanjay Publication, Delhi.
6. Singh, K., 2009, Rural Development: Principles, Politics and Management, Sage Publications India Pvt. Ltd., Delhi.

**Course Name: Food and Agricultural Policy**

**Course Code: ABM 505**

L	T	P	Total
2	0	0	2

### **Objective**

*To get the students with different aspects of India's economic policy affecting agribusiness.*

### **Unit I**

Agricultural and Economic Development, Role of Agriculture in Economic/Rural Development, Theories of Agricultural Development, Population and Food supply, Need for sound Agricultural Policies, Planning for Agricultural Growth-Agricultural Policy and Programmes under Planning Periods

### **Unit II**

Policy on Agrarian Reforms: Abolition of intermediaries, Tenancy Reform, Ceiling of Agricultural Land holdings, Impact of Land Reforms on Farming Community, Fragmentation of Landholdings.

### **Unit III**

Agricultural Price Policy, Role of CACP, state intervention: Concept of Minimum Support Price and Procurement Price. Reforms in Agricultural Produce Marketing Committee Act-Direct marketing, contract farming, private markets etc.

### **Unit IV**

Attainment of Self Sufficiency in Food grains: Policy initiatives in respect of Agricultural Inputs (Water, Seed, Fertilizer Policy), Promotion of Plant nutrients, Fertilizer subsidy, Agricultural Credit and Insurance; Enforcement of Minimum Wage in Agriculture, policy options for sustainable agricultural development, Agricultural taxation

### **Suggested Readings:**

1. Acharya, S. S. and Agarwal, N. L., 1994, Agricultural Prices-Analysis and Policy. Oxford and IBH Publishing, Delhi
2. Bhaumik, S.K., 2008, Reforming Indian Agriculture: Towards Employment Generation and Poverty Reduction: Essays in Honour of G.K. Chadha, Sage Publications India Private Limited, Delhi.
3. Gandhi, V. P. and Patel, N. T., 2006, Reform of the Subsidy Regime Implications for the Agriculture Sector: Review Study on Fertilizer, Seed, Diesel and Credit Subsidies, IIM Ahmedabad
4. Ganesh-Kumar, A., Gulati, A. and Cummings Jr, R., 2007, Foodgrains Policy and Management in India retrieved from <http://www.igidr.ac.in/pdf/publication/PP-056.pdf>
5. Singh, K., 2009, Rural development: Principles, Politics and Management. Sage Publications India Pvt. Ltd., Delhi.

**Course Name: Managerial Accounting and Control**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
3	0	1	4

**Course Code: ABM 506**

**Objective:**

*The course aims to acquaint the students with management accounting tools that are helpful in the process of managerial financial decision making, creation of policy and day to day operation of an organization.*

### **Unit I**

Financial Accounting- Meaning, Need, Concepts and Conventions; Branches of Accounting, Internal and External Users of Accounting, Advantages and Limitations of Financial Accounting, Accounting Standards. The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different Books and Accounts. Introduction of Company Accounts- form of company accounts as per Companies Act

### **Unit II**

Inventory valuation and estimation, Long-term Assets and Depreciation, Management Accounting-Meaning, Functions, Scope, Utility, Limitations and Tools of Management Accounting, Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, Cash Flow and Funds Flow Analysis, Management Audit.

### **Unit III**

Cost Accounting – Nature, Course Objective, Significance of Cost Accounting; Classification of Cost, Costing for Material, Labour, and Overheads; Marginal Costing and Cost Volume Profit Analysis- Its Significance, Uses and Limitations; Standard Costing – Its Meaning, Uses and Limitations; Determination of Standard Cost, Variance Analysis- Material, Labour and Overhead. Responsibility Accounting- Its Meaning and Significance, Cost, Profit and Investment Centers

### **Unit IV**

Accounting for Price Level Changes- Concepts, CPP and CCA Methods. Budget and Budgetary Control- Meaning, Uses and Limitations, Budgeting and Profit Planning, Different Types of Budgets and their Preparations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

**Suggested Readings:**

1. Bhattacharjee, A. K., 2006, Financial Accounting for Business Management. Prentice Hall India: New Delhi.
2. Pandey, I.M., 2014, Management Accounting. Vikas Publishing House, New Delhi
3. Ramachandran, N. and Kakani, R.K., 2013, Financial Accounting for Management. TATA McGraw-Hill Education Pvt. Ltd: Noida.
4. Rao, T. M.E., 2011, Cost and Management Accounting, New Age Publishers.

**Course Name: Business Communication and Presentation Skills**

**Course Code: ABM 507**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	0	1	2

**Objective:**

*The course aims to build up communication and soft skills which are necessary for a manager which includes all sorts of communications.*

**Unit-I**

Purpose and process of communication; myths and realities of communication; paths of communication; oral communication: noise, barriers to communication; listening – listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication

**Unit-II**

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews

**Unit-III**

Non-verbal communication: gestures, handshakes, gazes, smiles, hand movements, style of working, voice modulations, body language for interviews; business etiquettes: business dining, business manners of people of different cultures, managing customer care

**Unit-IV**

Written communication: mechanics of writing, report writing, circulars, notices, memos, agenda and minutes; business correspondence – business letter format, style of letter arrangement, types of letters, telex manages, facsimiles, electronic mail; diary writing; developing resume

**Suggested Readings:**

1. Chaturvedi, P. D., and Chaturvedi, M., 2011, Business Communication. Pearson Education
2. Kaul, A, 2011, Effective Business Communication. PHI, New Delhi
3. McGrath, E. H., 2011, Basic Managerial Skills for All. PHI, New Delhi
4. Mukerjee, H. S., 2013, Business Communication: Connecting at Work. Oxford University Press.
5. Rani and Shobha M., 2017, Communication for Business. Astha publishers & distributors, New Delhi.

**Course Name: Marketing Management**

**Course Code: ABM 508**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	1	0	3

**Objective:**

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

**Course Contents:**

### **Unit – I**

The Concept of Marketing Management; Marketing Environment; Marketing Mix, Strategic Marketing, Market Segmentation, Targeting, and Positioning; Buyer Behavior, Marketing Information System, Marketing Organization and Control.

### **Unit – II**

Marketing potential and forecasting, Classification of Products; Product Life Cycle; New Product Development; Product Line and Product Mix; Branding, Packaging and labeling.

### **Unit – III**

Factors affecting prices; Pricing Policies and Strategies; Pricing Methods.

### **Unit – IV**

Types of Distribution Channels; Functions of Channel Members; Channel Management Decisions.

### **Unit – V**

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

**Suggested Readings**

1. Palmere, A., 2011, Principles of Service Marketing. Oxford University Press.
2. Ghosh P. K., 2002, Industrial Marketing. Oxford University Press, New Delhi.
3. Kotler, P. & Keller, K., 2015, Marketing Management. *Pearson Publishers*, New Delhi.
4. Neelamegham, S., 1988, Marketing in India: Cases and Readings, Vikas, New Delhi.
5. Ramaswamy, V. S. and Namakumari, S., 2002, Marketing Management, Planning and Control. Macmillan India Ltd., New Delhi.



**Course Name: Research Methodology in Business Management**

**Course Code: ABM 510**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	1	3

**Objective:**

*The course is designed to acquaint the students with methods of conducting systematic inquiry in the social sciences. The course while familiarizing the students with the different research methods and techniques will also focus on the considerations which enter into every step of the research process and understand the usage and limitations of various techniques of data analysis. It is designed to equip students with skills and knowledge needed to undertake the research project competently*

**Unit I**

Meaning, Course Objective, types, and process of research; research methodology in management- exploratory, descriptive, experimental, diagnostic, Problem formulation, setting of Course Objective, formulation of hypotheses. Scales of measurement - nominal, ordinal, interval, ratio, Likert scale and other scales; Primary and secondary data, sources of data, instruments of data collection, data editing, classification, coding, validation, tabulation, presentation, analysis.

**Unit II**

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

**Unit III**

Role and uses of quantitative techniques in business decision making, Use of Equations, Use of Determinants and Matrices in business decisions, Frequency Distribution, Measures of Central Tendency, Measures of Variation, Skewness and Kurtosis, Simple, partial, and multiple correlation, rank correlation, simple and multiple regression, Discriminant and dummy variable analysis.

**Unit IV**

Index Numbers, Hypothesis testing, ANOVA, Factor analysis, cluster analysis, conjoint analysis, multi-dimensional analysis etc. Report writing: Types of report, essentials and contents of good report writing.

**Suggested Readings:**

1. Kothari, C. R., 2004, Research Methodology-Methods and Techniques, New Age International (P) Limited, Publishers.
2. Krishnaswami, O. R. and Ranganatham, M., 2005, Methodology of Research in Social Sciences. Himalaya Publishing House, Mumbai.
3. Malhotra, N. K. and Dash S., 2013, Marketing research: An applied orientation. Pearson Education Inc.

4. Sreejesh, S.; Mohapatra, S. and Anusree, M.R., 2014, Business Research Methods. Springer Science New York.
5. Cooper, D. R., 2012, Business Research Methods. Tata McGraw Hill, New Delhi.

**Course Name: Managerial Economics**

**Course Code: ABM 511**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
3	0	0	3

**Objective:**

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

**Course Contents:**

#### **Unit – I**

Scope of managerial economics, objective of the firm and basic economic principles; mathematical concepts used in managerial economics.

#### **Unit – II**

Introduction to Micro Economics; Demand Analysis – Demand Schedule & Elasticity of Demand, Demand Forecasting. Supply Analysis – Supply Schedule & Elasticity of Supply; Production Analysis – Production Function, Law of Variable Proportions and the Laws of Returns to Scale;

#### **Unit – III**

Costs - Cost Concepts for Decision Making, Cost Functions – Short Run and Long Run; Economies of Scale; Pricing, Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Pricing Strategies.

#### **Unit – IV**

Macroeconomics: Meaning, nature and scope, National income: Concepts, measurement, difficulties and importance; WPI (Wholesale Price Index), CPI (Consumer Price Index) Money supply, Monetary and Fiscal Policy. Inflation- Employment; Business cycles and business policies; business decisions under uncertainty.

**Suggested Readings:**

1. D'Souza, E., 2009, Macroeconomics, Pearson Education, New Delhi.
2. Damodaran, S., 2007, Managerial Economics. Oxford: New Delhi.
3. Shapiro, E., 2013, Macroeconomic Analysis, Galgotia, New Delhi.
4. Gupta G.S., 2014, Macroeconomics – Theory and Applications, Tata McGraw Hill, New Delhi.
5. Gupta S.B., 2009, Monetary Economics: Theory, Policy and Institutions, S. Chand, New Delhi.
6. Vaish, M.C., 2010, Macroeconomic Theory, Vikas Publications, New Delhi.

**Course Name: Business Policy and Strategic Management**

**Course Code: ABM 512**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
3	0	0	3

**Objective:**

*This course is designed to integrate the knowledge gained by students in the functional area of management. The course aims to help students; to understand the concept of strategy and strategic management process; to develop skills in identifying, analyzing, and solving real-life business problems through a variety of instructional procedures of case studies, assignments and class discussions.*

**Unit I**

Basic concepts of strategic management- phases and benefits of strategic management, impact of globalization on strategic management, theories of organizational adaptation, basic model of strategic management. Corporate governance and social responsibility. Environmental scanning and industry analysis-analysis of task environment, Porter's approach to industry analysis, hyper-competition. Case studies.

**Unit II**

Internal scanning-organizational analysis. Strategy formulation - situation analysis and business strategy including Porter's competitive strategies, cooperative strategies. Corporate strategy- directional strategies including growth, stability and retrenchment strategies, portfolio analysis, corporate parenting. Case studies

**Unit III**

Functional strategy and strategic choice- core competencies, sourcing decisions, marketing, financial, operations and R&D strategy. Strategy implementation and control- developing organization structure, staffing and directing, use of nonfinancial measures for strategy implementation and control, balanced scorecard approach. Case Studies

**Unit IV**

Evaluation and control. Strategic issues in entrepreneurial ventures and small businesses. Strategic issues in not-for-profit organizations. Case Studies

**Suggested Readings:**

1. Thompson Jr., A. A., Peteraf, M. and Gamble, J. E., 2015, *Crafting and Executing Strategy*. McGraw Hill, Irwin.
2. Gluek, W. F., 2005, *Strategic management and Business Policy*. New Delhi, Tata McGraw Hills
3. Kazmi, A., 2002, *Business Policy and Strategic Management*. Tata McGraw Hill, New Delhi.
4. Porter, M. E., 1998, *The Competitive Advantage of Nations*. Macmillan, New Delhi.
5. Porter, M. E., 2008, *Competitive strategy: Techniques for analyzing industries and competitors*. Simon and Schuster.
6. Shrinivasan, R., 2012, *Strategic Management: Indian Context*. PHI

7. Stead, J. G. and Stead, E. W., 2014, Sustainable Strategic Management. Routledge Taylor & Francis Group.
8. Wheelen, T.L. and Hunger, J.D., 2003, Strategic Management and Business Policy. Pearson Education, (LPE), New Delhi.

**Course Name: Financial Management**

**Course Code: ABM 513**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
3	0	1	4

**Objective:**

*The course aims to acquaint the students with financial management knowledge that are helpful in the process of managerial financial decision making, creation of policy and day to day operation of an organization.*

### **Unit I**

Introduction to Financial Management, Its meaning and functions, Interface of financial management with other functional areas of a business. Financial Statements and Analysis - Proforma Balance Sheet and Income Statements, ratio, time series, common size and Du-Pont analysis.

### **Unit II**

Leverage- Concept of Leverage, Operating and Financial Leverage, Financial Leverage and Risk. Capital Structure, Determinants of size and composition of Capital Structure, Capital Structure Theories; and Cost of Capital. Dividend Policy: meaning of dividend, types of dividend, determinants of dividend policy.

### **Unit III**

Working Capital Management, Determinants of Size and Composition of Working Capital, Cash and receivables management, Working Capital Management Theories, Financing of Working Capital. Financial planning and Forecasting, Financial planning for mergers & acquisition,

### **Unit IV**

Capital Budgeting, Undiscounted and Discounted cash flow methods of Investment Appraisal; Hybrid finance and lease finance. Business Financing System in India, Money and Capital Markets, Regional and All - India Financial Institutions; venture capital financing and its stages, micro finance and International financial management.

**Suggested Readings:**

1. Brigham, E. F. and Houston, J. F., 2014, Fundamentals of Financial Management. Cengage Learning India Private Limited, Delhi.
2. Chandra, P., 2011, Financial Management. TMH, New Delhi.
3. Keown, A. J., Martin, J. D., Petty, J. W. and Scott, D. F., 2011, Financial Management. Pearson Education.
4. Khan, M. Y., and Jain, P. K., 2014, Financial Management. Tata McGraw Hill, New Delhi.
5. Khan, M.Y., 2013, Indian Financial System. Tata McGraw Hill, New Delhi.
6. Kishore, R., 2016, Financial Management. Taxman's Publishing House, New Delhi.
7. Pandey, I.M., 2010, Financial Management. Vikas Publishing House, New Delhi.

**Course Name: Production and Operations Management**

**Course Code: ABM 514**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	1	3

**Objective:**

*This paper aims to sensitize students to the concepts, processes, and methods of managing and controlling operations in manufacturing or service settings.*

**Unit I**

Nature and Scope of Production and Operations Management; Its relationship with Other Systems in the Organization; Factors Affecting System and Concept of Production and Operation Management; Facility location, Types of Manufacturing Systems and Layouts, Layout Planning and Analysis.

**Unit II**

Productivity Variables and Productivity Measurement, Production Planning and Control, Mass Production, Batch Production, Job Order Manufacturing, Product Selection, Product Design and Development, Process Selection, Capacity planning.

**Unit III**

Scheduling, Maintenance Management Concepts, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment, Industrial Safety, Safety Management. Approaches to quality management, Quality control: Statistical quality control, inspection; Total Quality Management, ISO 9000 series. Introduction to re-engineering, value engineering.

**Unit IV**

An Overview of Material Management, Determination of Material Requirement, Purchase Management, Store Management, Logistics management, Material Planning and Inventory management, JIT and Lean Systems.

**Suggested Readings:**

1. Adam, E. Everett, Ebert J. Ronald, 2003, Production and Operations Management concept, models, and behavior. Prentice Hall of India, New Delhi.
2. Aswathapa, K., 2005, Production & Operations Management. Himalaya Publishing House, New Delhi.
3. Buffa, E. S. and Sarin, R. K., 2010, Modern Production & operation Management. Wiley India Private Limited.
4. Chary S. N., 2000, Production & Operations Management. Tata McGraw hills, New Delhi.
5. Muhlemann, A., 2009, Production and Operations Management. Pearson Education, Delhi.

**Course Name: Human Resource Management**

**Course Code: ABM 515**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*The objective of this course is to sensitize students to the various facets of managing people and to create an understanding of various policies and practices of human resource management*

**Course Contents:**

**Unit – I**

HRM, Importance and challenges of HRM, Functions of Human resource management Strategic HRM, Regulatory environment of HRM in India.

**Unit – II**

Human Resource Planning, Demand and Supply Forecasting, Talent acquisition, *Job analysis*: Job description & Job specification, Job Evaluation, Recruitment, Selection

**Unit – III**

Training and Development, Training need analysis, Steps in designing training improvement plan, Different types of training, Training Evaluation

**Unit – IV**

Performance Appraisal: Concept, importance, Performance Appraisal process Compensation: Concept, Compensation components: monetary and non- monetary

**Suggested Readings:**

1. Aswathappa, K. and Dash, S., 2010, International Human Resource Management, Text and Cases, Mc Graw Hill, New Delhi.
2. Dessler, G., 2007, Human Resource Management. Prentice Hall, India Pvt. Ltd., New Delhi.
3. Mondy, R.W., 2006, Human Resource Management. Pearson education, New Delhi.
4. Rao, V. S. P., 2009, Human Resource Management-Text and Cases. Excel Books, New Delhi.



**Course Name: Project Management**

**Course Code: ABM.516**

**Objective:**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

*The main objective of the course is making the students realise the importance of project management. Project planning, analysis and the different network techniques of project management shall be highlighted in the course.*

**Course Contents:**

**Unit – I**

Concept, characteristics of projects, types of projects, project identification, and Project's life cycle.

**Unit – II**

Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis.

**Unit – III**

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

**Unit – IV**

Financial appraisal/evaluation techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Payback period, Project implementation; Cost overrun, Project control and information system.

**Suggested Readings:**

1. Chandra, P., 2002, Projects: Preparation, Appraisal, Budgeting and Implementation. Tata McGraw Hill, New Delhi.
2. Kerzner H., 2003, Project Management: A Systems Approach to Planning, Scheduling and Controlling. John Willey & Sons, New Jersey.
3. Krishan, G. P. and Moorthy, R. V. E., 1998, Text Book of Project Management. Mac Millan India Ltd, New Delhi.

**Course Name: Agripreneurship Management**

**Course Code: ABM.517**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*The main objective of the course is making the students realise the importance of project management. Project planning, analysis and the different network techniques of project management shall be highlighted in the course.*

**Course Contents:**

**Unit – I**

Agripreneurship – Concept, characteristics, Approaches, Theories, Need for enterprises development. Traits/Qualities of entrepreneur, Entrepreneur behavior, skills; Entrepreneurship, Strategies for making decision, Classification of Entrepreneurs, Entrepreneur Vs Professional Managers.

**Unit – II**

Entrepreneurial Process and Structure, Barriers to Enterprise, Sources of Innovative Opportunities, Marketing Research; Business Environment – Micro Environment, Macro Environment, Venture Feasibility – Technical, Marketing, Financial Feasibility, Starting new business or buy firms. Entrepreneurship in Agricultural Sector.

**Unit – III**

Business strategy - concept - long term and short term focus; Business organization; Sources of Finance, Venture capital financing - concept, purpose and schemes, Capital Markets; Government Policies and Regulations for Agribusiness

**Unit – IV**

Business Plan – Sources of Product, Pre-Feasibility Study, Criteria for selection of product, Ownership & Capital; Growth Strategies in business – Market penetration, Market expansion, Product Expansion, Diversification, Acquisition; Steps in Product launch;

**Suggested Readings:**

1. Dandekar, V. M. and Sharma, V. K., 2016, Agri-Business and Entrepreneurship Development. Manglam Publications, New Delhi.
2. Desai, V., 2006, Entrepreneurship Development, Project formulation, Appraisal & Financing for Small Industry. Himalaya Publications, New Delhi.
3. Hisrich, R. D. and Peters, M. P., 2002, Entrepreneurship, Tata McGraw Hill.
4. Kaplan, J. M. and Warren, A. C., 2013, Patterns of Entrepreneurship Management, John Wiley & Sons; 4th revised edition.
5. Nandan, H., 2007, Fundamentals of Entrepreneurship Management, Prentice Hall.

**Course Name: Management Information System**

**Course Code: ABM 518**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*The objective of this course is to develop an understanding and utility of MIS. The focus will be on imparting knowledge of the basic concepts, development, functions and usage of MIS.*

**Course Contents:**

#### **Unit – I**

The concept of MIS – Definition, importance, Course Objective, pre-requisites, advantages and challenges; Information Needs of organization, MIS and Decision – Making.

#### **Unit – II**

Types/Classification of Information System for organizations - Office Automation Systems, Transaction Processing Systems, Decision Support System, Executive Support System, Knowledge Based Expert System.

#### **Unit – III**

Applications of MIS in the areas of Human Resource Management, Financial Management, Production/Operations Management, Materials Management, Marketing Management.

#### **Unit – IV**

Development of MIS for an organization – The concept and stages of System Development Life Cycle; Information Technology– concept, applications, advantages and pre-requisites, Choice of Information Technology, Social and Legal Dimension of IT.

**Suggested Readings:**

1. James O'Brien, 1999, Management Information System. Tata McGraw-Hill.
2. Laudon, K. C. and Laudon, J. P., 2003, Essentials of MIS. Pearson Edu.

**Course Name: Operations Research**

**Course Code: ABM 519**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
3	0	0	3

**Objective:**

*The objective of this course is to acquaint the learner with the applications of some important Operations Research techniques. Focus will be on understanding the use of these techniques in solving business problems.*

**Course Contents:**

**Unit – I**

Basic concepts of Operations Research (OR), Areas of Application, Decision making using quantitative tools and techniques

**Unit – II**

Linear programming (LPP) and their applications, Structure and formulations, Graphical method, Simplex method; Transportation;

**Unit – III**

Theory of Games, Two-person-zero-sum games, Pure strategies, Mixed strategies, Dominance, Queuing Theory, Basic model and characteristics, Solution and applications

**Unit – IV**

Replacement models, Theory and applications, Simulation, Monte Carlo simulation models; Model formulation and decision support using software

**Suggested Readings:**

1. Hillier, L., 2005, Operations Research: Concepts & Cases. Tata McGraw Hill, New Delhi.
2. Kothari, C. R., 1994, An Introduction to Operations Research. Vikas Publishing House, New Delhi.
3. Shenoy, G.V., 2009, Operations Research for Management. New Age Publishers: New Delhi.
4. Taha, H. A., 2006, Operations Research- an Introduction. Prentice Hall of India, New Delhi.
5. Vohra, N.D., 2009, Quantitative Techniques in Management. Tata McGraw Hill, New Delhi.

**Course Name: Business Laws and Ethics**

**Course Code: ABM 520**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

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

**Course Contents:**

### **Unit – I**

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts

### **Unit – II**

Companies Act-1956: incorporation, commencement of business, types of companies, management, winding of companies, Negotiable Instruments Act.

### **Unit – III**

Essential Commodities Act, Consumer Protection Act, RTI Act, FSS Act, Competition Act- major provisions and implications, Factory Act, Labour laws, Industrial dispute Act.

### **Unit – IV**

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

**Suggested Readings:**

1. Gulshan, S. S., 2009, Business Law. Excel Books, New Delhi.
2. Kapoor, N. D., 2012, Elements of Company Law. Jain Book Agency, New Delhi.
3. Kuchhal, M.C. and Kuchhal, V., 2013, Business Legislation for Management. Vikas Publishing House Pvt. Ltd.
4. Tulsian, P.C. and Tulsian, B., 2015, Business Law. TMH, New Delhi.

## GENERAL ELECTIVE COURSES

**Course Name: Agribusiness Financial Management**

**Course Code: ABG 001**

L	T	P	Credits
2	0	0	2

**Objective:**

*To impart trainings to the students regarding various aspects of financial management for agribusiness.*

**Course Contents:**

### **Unit – I**

Role and Importance of Agricultural Finance. Financial Institutions and credit flow to rural/priority sector. Agricultural lending – Direct and Indirect Financing - Financing through Co-operatives.

### **Unit – II**

NABARD and Commercial Banks and RRBs. District Credit Plan and lending to agriculture/priority sector. Micro-Financing and Role of MFI's - NGO's, and SHG's.

### **Unit – III**

Lending to farmers – The concept of 3 C's, 7 P's and 3 R's of credit. Estimation of Technical feasibility, Economic viability and repaying capacity of borrowers and appraisal of credit proposals. Understanding lenders and developing better working relationship and supervisory credit system. Credit inclusions – credit widening and credit deepening.

### **Unit – IV**

Risks in financing agriculture. Risk management strategies and coping mechanism. Crop Insurance programmes – review of different crop insurance schemes - yield loss and weather based insurance and their applications.

**Suggested Readings:**

1. Chandra, P., 2000, Financial Management. Tata McGraw Hill.
2. Khan, M. Y. and Jain, P. K., 2004, Financial Management: Text, Problems and Cases. Tata McGraw Hill.
3. Nelson, A. G. and Murrey, W. G., 1988, Agricultural Finance, Kalyani Publ.
4. Pandey, I. M., 1997, Financial Management, Vikas Publ. House.
5. Rais, A., 2012, Agriculture, Rural Banking and Micro Finance in India. New Century Publ.
6. Reddy, S., Ram, R., Sastry, N. T. V. and Devi, B., 2009, Agricultural Economics. Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.

**Course Name: Farm Business Management**

**Course Code: ABG 002**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.*

**Course Contents:**

#### **Unit – I**

Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems, Types and Systems of Farming.

#### **Unit – II**

Principles of farm management decisions – principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

#### **Unit – III**

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

#### **Unit – IV**

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

**Suggested Readings:**

1. Heady, E. O. and Jensen, H., 1960, Farm Management Economics, Prentice Hall.
2. Johl, S. S. and Kapoor, T. R., 1973, Fundamentals of Farm Business Management, Kalyani Publ.
3. Kahlon, A. S. and Singh, K., 1992, Economics of Farm Management in India. Allied Publ.
4. Panda, S.C., 2007, Farm Management and Agricultural Marketing, Kalyani Publ.
5. Raju, V. T. and Rao, D. V. S., 2015, Economics of Farm Production and Management, Oxford and IBH Publ.

**Course Name: Food Technology and Processing Management**

**Course Code: ABG 003**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*The objective of this course is to acquaint the students with different food processing techniques and their management.*

**Unit-I**

Present status of food industry in India; organizational structure of agro industry; major dimensions of agro based industries; unit operations of food industry; deteriorative factors and their control, Laws and regulation related to food industry

**Unit-II**

Principles of food preservation and' processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation, food additive and toxicology.

**Unit-III**

Management of functional areas of food processing units- capacity planning , sourcing of raw material, Analysis of costs in food organization, Storage, Packaging, Transportation and Distribution of food products. Risk management, quality management in food industry- quality standards and ISO

**Unit-IV**

Case studies on project formulation in various types of food industries – milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.

**Suggested Readings:**

1. Acharya, S. S. and Agarwal, N. L., 2011, Agricultural Marketing in India, Oxford and IBH.
2. Clute, M., 2017, Food industry Quality Control Systems, Crc. Press, London.
3. Singh, D. and Singh, D., 2015, Food Processing and Preservation. Shree Publishers and Distributors, New Delhi.



**Course Name: Agricultural Marketing Management**

**Course Code: ABG 004**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

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

**UNIT I**

Meaning and scope, agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning & significance, formulation of marketing strategy; agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer’s behaviour.

**UNIT II**

Product management - product management process and decisions, new product development – significance and classification of new product, stages and estimation of demand of new product; product life cycle.

**UNIT III**

Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods. Promotional management - advertising planning and execution; sales promotion; grading and standardization.

**UNIT IV**

Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness, APMC Act,.

**Suggested Readings**

1. Acharya, S. S. and Agarwal, N. L., 2011, Agricultural Marketing in India. 4th Ed. Oxford and IBH.
2. Kohls, R. L. and Uhj, J. N., 2005, Marketing of Agricultural Products. 9th Ed. Prentice Hall.
3. Kotler, P., 2002, Marketing Management - Analysis, Planning, Implementation and Control. Pearson Edu.
4. Krishnamacharyulu, C. and Ramakrishan, L., 2002, Rural Marketing. Pearson Edu.
5. Ramaswamy, V. S. and Nanakumari, S., 2002, Marketing Management. 2nd Ed. Mac Millan India.

**Course Name: Agri-Supply Chain Management**

**Course Code: ABG 005**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

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

### **Unit I**

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

### **Unit II**

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

### **Unit III**

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

### **Unit IV**

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

**Suggested Readings:**

1. Acharya, S. S., and Agarwal, N. L., 2011, Agricultural marketing in India. Oxford and IBH.
2. Altekar, R. V., 2006, Supply Chain Management: Concepts and Cases.PHI.
3. Chopra, S., Meindl, P. and Kalra, D. V., 2016, Supply chain management: Strategy, Planning, and Operation,Pearson Education India.
4. Monczka, R., Trent, R. and Handfield, R., 2002, Purchasing and Supply Chain Management. Thomson Asia.
5. Van Weele, A. J., 2000, Purchasing and Supply Chain Management Analysis, Planning and Practice, Vikas Publ. House.

**Course Name: International Agribusiness Trade**

**Course Code: ABG 006**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*The objective of this course is to sensitize students to the various facets of international business management, its rule regulations, practices and to create an understanding of various policies and practices of International Business Management.*

**Unit I**

International trade – basic concepts, Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. WTO and its implications for Indian economy in general and agriculture sector in particular.

**Unit II**

TRIPS, TRIMS quotas, anti-dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; Countervailing Duty Measures and carbon trade, SPS Agreement. Regional economic groupings

**Unit III**

Composition of India's foreign trade policy; India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier. export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA and service institutes. Role of ECGC in insurance

**Unit IV**

Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, export procedures & documentations. international marketing - market entry methods, international product planning, pricing, promotion, distribution, problems of exporters, legal dimensions of international marketing.

**Suggested Readings:**

1. Anant, K., Sundaram and Stewart, B. J., 2010, The International Business: Text and cases, PHI.
2. Bhalla V. K., 1993, International Economy- Liberalisation Process. Anmol, New Delhi.
3. Cherunilam, F., 2010, International Business- Text and Cases. PHI.
4. Economic Survey of India (various issues), Ministry of Finance, GOI.
5. Eiteman, D. K. and Stopnehill, A. L., 1986, Multinational Business Finance. Addition Wesley, New York.
6. Paul, J., 2013, International Business. PHI.
7. Subba Rao, P., 2008, International Business Text and Cases. HPH.
8. Woods, M., 2001, International Business. Palgrave.

**Course Name: Commodity Markets and Futures Trading**

**Course Code: ABG 007**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*The objective of this course is to equip the students with tools and techniques of agricultural commodity market.*

**Course Contents:**

**Unit – I**

Introduction to commodity derivatives and price risk management in agricultural markets; organizational setup of exchanges and specifications of futures contracts in world's leading commodity exchanges

**Unit – II**

Mechanics of futures trading; hedging price risk using futures contracts; option transaction and forward transaction – concept and mechanism, price discovery mechanism and market

**Unit – III**

Clearinghouse and margin system; clearing, settlement and delivery of contracts; Market surveillance and risk control; trading in warehouse receipts (WRs): WRs and collateralized commodity financing

**Unit – IV**

Regulation of futures and trading practices in leading national and regional exchanges in India.

**Suggested Readings:**

1. Ram, P. V. and Bala, S. D., 2016, Strategic Financial Management. Snow White Publ.
2. Bomin, C. A., 1990, Agricultural Options: Trading, Risk Management and Hedging. Wiley Publ.
3. Gupta, S.L., 2005, Financial Derivatives. PHI.
4. Sridhar, A. N., 2008, Future and Options. Shroff Publishers and Distributors Pvt. Ltd.

**Course Name: Rural Marketing**

**Course Code: ABG 008**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

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

### **Unit I**

Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution. Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.

### **Unit II**

Rural consumer's behaviour - behavior of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban markets, customer relationship management, rural market research.

### **Unit III**

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

### **Unit IV**

Promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing. Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies;

### **Suggested Readings:**

1. Krishnamacharyulu, C. and Ramakrishan, L., 2002, Rural Marketing. Pearson Edu.
2. Krishnamacharyulu, C. S. G. and Lalitha R., Cases in Rural Marketing. Dorling Kindersley (India) Pvt. Ltd.
3. Ramaswamy, V. S. and Namakumari, S., 2006, Marketing Management, 3rd Ed. MacMillan Publ.
4. Richika, R., 2005, Rural Marketing in India: Strategies and Challenges. New Century Publication.

## **INDUSTRY ORIENTED ELECTIVE COURSES**

**Course Name: Food Retail Management**

**Course Code: ABI 001**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

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

**Course Contents:**

### **Unit – I**

Introduction-Meaning, Evolution of Retail industry in India, Role of retailing, Trends in Retailing, Emergence of organized retailing, Classification of Retail Industry, Different retail formats, E-tailing, Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.

### **Unit – II**

Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.

### **Unit – III**

4 P's in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and non-conventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers. Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.

### **Unit – IV**

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

**Suggested Readings:**

1. Ogden, J. R. and Ogden, D. T., 2009, Integrated Retail Management. Biztantra.
2. Pradhan, S., 2006, Retailing Management 2E, Tata McGraw-Hill Education.

**Course Name: Agricultural Input Marketing**

**Course Code: ABI 002**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

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

**Course Contents:**

### **Unit – I**

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

### **Unit – II**

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

### **Unit – III**

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

### **Unit – IV**

Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/Equipments.

**Suggested Readings:**

1. Acharya, S. S. and Agarwal, N. L., 2011. Agricultural Marketing in India. 4th Ed. Oxford and IBH.
2. Broadway A. C. and Broadway, A. A., 2003, A Text Book of Agri-Business Management. Kalyani.
3. Singh, A. K. and Pandey, S., 2005. Rural Marketing. New Age.
4. Singh Sukhpal, 2004, Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.

**Course Name: Management of Contract Farming**

**Course Code: ABI 003**

L	T	P	Credits
2	0	0	2

**Objective:**

*To impart knowledge regarding understanding of contract farming, its rationale and management issues.*

**Course Contents:**

### **Unit I**

Concept and Logic of Contract Farming; Contract Farming – Past and Present; Advantages and Problems of Contract Farming - Advantages for farmers, Problems faced by farmers, Advantages for sponsors, Problems faced by sponsors.

### **Unit II**

Key Preconditions for Successful Contract Farming - Profitable market, Physical and Social Environments, Government support, Inventories of preconditions.

### **Unit III**

Types of Contract Farming - Centralized Model, Nucleus Estate Model, Multipartite Model, Informal Model, Intermediary Model; Contracts and their Specifications - Legal framework, Formula, Format, Specifications.

### **Unit IV**

Managing the Project - Coordinating production, Managing the agronomy, Farmer-management relations; Monitoring Performance - Monitoring quality and yields, Monitoring human resources, Protecting the environment.

**Suggested Readings**

1. Deshpande, C. S., 2005, Contract Farming as means of Value Added Agriculture, retrieved from <https://www.nabard.org/pdf/OC%2042.pdf>
2. FAO Agricultural Services Bulletin 145, 2017, Contract farming Partnerships for growth, retrieved from <http://www.fao.org/docrep/014/y0937e/y0937e00.pdf>
3. Rehber, E., 2007, Contract Farming: Theory and Practice, Icfai University Press
4. Singh, S., 2005, Contract Farming for Agricultural Development Review of Theory and Practice with Special Reference to India retrieved from <https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=4&cad=rja&uact=8&ved=0ahUKEwiKIM-yv8vRAhWmKMAKHU2kCkkQFggvMAM&url=http%3A%2F%2Fwww.esocialsciences.org%2FDownload%2FrepecDownload.aspx%3Ffname%3DDocument111112005460.7734186.pdf%26category%3DArticles%26AId%3D246%26ref%3Drepec&usg=AFQjCNFaadlwGleBnDJOof0zIN-STW0YEBg&sig2=fwSdfc1BuH4i-2taWCmAtQ&bvm=bv.144224172,d.c2I>
5. Singh, S., 2005, Political Economy of Contract Farming in India, Allied Pub. Pvt. Ltd.



**Course Name: Agri-Produce Post Harvest Management**

**Course Code: ABI 004**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*To impart knowledge regarding proper handling technologies of important cereals, pulses, oilseeds, fruits and vegetables and their postharvest management.*

**Course Contents:**

### **UNIT I**

Importance and scope of post-harvest management of major cereals, pulses, oilseeds, fruits and vegetables in Indian Economy; Production and utilization of major cereals, pulses, oilseeds, fruits and vegetables; Present status of food industry in India and emerging scenario; Factors affecting post-harvest losses;

### **UNIT III**

Processing mills, handling and storage of by-products and their utilization. Storage of milled products; Harvesting and handling of important fruits and vegetables, Field heat of fruits and vegetables, washing, pre-cooling, sorting and grading at farm level, preservation of fruits and vegetables, blanching, commercial canning of fruits and vegetables, minimal processing of fruits and vegetables.

### **UNIT III**

Packaging of processed products; Cold storage of fruits and vegetables, controlled atmosphere packaging of fruits and vegetables, Dehydration of fruits and vegetables;

### **UNIT IV**

Problems in marketing of processed foods, Government Policy; BIS standards for various processed products, Quality standards for domestic and international trade. FSS Act, FPO, Visit to related agro-processing industry.

**Suggested Readings**

1. Chakraverty, A., 1995, Post-harvest Technology of Cereals, Pulses and Oilseeds, Oxford and IBH.
2. Morris, L., 1983, Post-harvest Physiology and Crop Preservation, Plenum Press.
3. Srivastava, R. P. and Kumar, S., 1994, Fruit and Vegetable Preservation, Principles and Practices, International Book Distr.
4. Thompson, A. K., 1996, Post-Harvest Technology of Fruits and Vegetables, Blackwell.
5. Verma, L. R. and Joshi, V. K., 2000, Post-Harvest Technology of Fruits and Vegetables, Vols. I-II. Indus Publ.

**Course Name: Poultry and Hatchery Management**

**Course Code: ABI 005**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:** *The course provides an insight into the importance of management in poultry industry, managing a poultry and hatchery enterprise, planning production of poultry products, financial, personnel and marketing management.*

**Course Contents:**

#### **Unit – I**

Poultry and hatchery industry; role of management in poultry industry. Planning and establishing a poultry and hatchery unit- location, size and construction; farm and hatchery equipments and physical facilities; organizing and managing a poultry farm and hatchery.

#### **Unit – II**

Incubation and hatching; production of quality chicks and eggs; factors affecting hatchability; bio-security and hatchery sanitation; handling of hatching eggs; maintaining chick quality- chick grading, sexing, packing, dispatch , transportation and chick delivery.

#### **Unit – III**

Franchise hatcheries; custom hatching; brooding; growing and laying management; crisis management; industrial breeding, feeding, housing and disease management; waste management; Record management; cost accounting and budgetary control.

#### **Unit – IV**

Risks and insurance; personal management- labour relations including wages and salaries, job evaluation and employee appraisal; marketing management-direct sale and sale through franchisees/ agents, advertisement, sale and after sale services, other innovative sales strategies.

**Suggested Readings:**

1. Banday, M. T. and Mukesh, B., 2014, A B C of Hatchery Management. Partridge Publishing.
2. Bell, Donald D., Weaver and William D., 2002, Commercial Chicken Meat and Egg Production. Springer US.
3. Ensminger, E. M., 1992, Poultry Science. Interstate Publishers.
4. Rajini, A. R., 2012, Simply Poultry Science. Alfa Publications.
5. Sreenivasaiah, P.V., 2006, Scientific Poultry Production- A Unique Encyclopaedia. IBDC publishers.

**Course Name: Livestock Business Management**

**Course Code: ABI 006**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objective:**

*To get the students acquainted with principles and practices of efficient management of livestock business.*

### **Unit I**

Livestock business- concepts, nature and scope; production, consumption, trade in livestock in India, Livestock contributions to national economy.

### **Unit II**

Livestock produce and products. Components, characteristic of small business. Marketable livestock commodities. Marketing of livestock, and perishable and non-perishable livestock products.

### **Unit III**

Market opportunities - marketing channels of livestock and livestock products, organized/unorganized markets and cattle fairs. Overview of Livestock Programmes.

### **Unit IV**

Import and export of animal and animal products. International Agreements/Regulations (WTO and General Agreement on Trade and Tariff-GATT) for marketing/trade of live animals and products; MFPO, BIS Standards for meat products. National and international specifications and standards. Visit to livestock farms.

### **Suggested Readings:**

1. Acharya, S. S. and Agarwal, N. L., 2011. Agricultural Marketing in India. 4th Ed. Oxford and IBH.
2. Safiullah, M. A., Selvam, S. and Prema, N., 2000, Livestock Economics, Business Management and Marketing, Tamil Nadu Veterinary and Animal Sciences University, Chennai.
3. Swatland, H. and Compbell, T., 2004, Meat Cuts and Muscle Foods, Nottingham Univ. Press.

**Course Name: Cooperative Enterprise Management**

**Course Code: ABI 007**

L	T	P	Credits
2	0	0	2

**Objectives:**

*The main objective of the course is acquainting students with, their nature and functioning agribusiness cooperatives and their effective administration.*

**Unit-I**

Cooperative administration - a global perspective, ecology of cooperative administration, cooperative sector and economic development. Types of Cooperative Enterprises.

**Unit-II**

Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; FPOs and FPCs, financing agribusiness cooperative enterprises.

**Unit-III**

Management of Cooperative enterprises- nature, functions and purpose– procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.

**Unit-IV**

The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.

**Suggested Readings:**

1. Akmat J. S., 1978, New Dimensions of Cooperative Management. Himalaya Publ. House.
2. Ansari, A. A., 1990, Cooperative Management Patterns. Anmol Publ.
3. Sah A. K., 1984, Professional Management for the Cooperatives. Vikas Publ. House.
4. GOI, 2013, Policy & Process Guidelines for Farmer Producer Organizations. Retrieved from <http://nhm.nic.in/Archive/FPO-Policy&Process-GuidelinesDAC2013.pdf>
5. Singh, S. and Singh T., 2013, Producer Companies in India: A Study of Organization and Performance. Retrieved from [https://web.iima.ac.in/users/webrequest/files/cmareports/14Producer\\_Company\\_Final.pdf](https://web.iima.ac.in/users/webrequest/files/cmareports/14Producer_Company_Final.pdf)
6. Producer Companies Act, 2002 retrieved from [http://www.mca.gov.in/Ministry/pdf/Producer\\_Company.pdf](http://www.mca.gov.in/Ministry/pdf/Producer_Company.pdf)

## **INTER-DISCIPLINARY COURSES**

(For students of other Centres)

**Course Name: Essentials of Management**

**Course Code: ABM 525**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

### **Objectives:**

*The objective of this course is to sensitize students to the various facets of management, its theories and to create an understanding of various policies and practices of management.*

### **Course Contents:**

#### **Unit-I**

Need for management; Definition, managerial skills, productivity, effectiveness and efficiency, contributions of Taylor and Fayol, Contributions of Gannt, Gilbreth, Roethlisberger, McKinsey's 7S framework, managerial roles.

#### **Unit-II**

Planning, Contribution of planning to purpose and objectives, types of plans, steps in planning, MBO, Strategic planning process, industry analysis and generic competitive strategies by Porter, effective implementation of strategies, forecasting methods.

#### **Unit-III**

Organizing, Formal and informal organization, span of management, process of organizing, Different forms of departmentation, matrix organization, SBUs, Line and staff, factors affecting centralization & decentralization, delegation, mistakes in organizing.

#### **Unit-IV**

Controlling, Control process, Critical points and standards, control as a feedback, real time control, Feed forward control, requirements for effective control, control techniques(budgetary & non-budgetary), Profit and loss control through ROI, direct versus preventive control, Relevant case studies.

### **Suggested Readings:**

1. Daniel, R., Gilbert, James, A. F., Stoner, R. and Freeman. E., 2009, Management, 6<sup>th</sup> Edn. Pearson Education.
2. Harold, K. and Weirich, H., 2005, Management – A Global Perspective. McGraw Hill Education, 11<sup>th</sup> edition.

**Course Name: Organizational Behaviour**

**Course Code: ABM 526**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
2	0	0	2

**Objectives:**

*This course introduces the study of Organizational Behavior at individual, group and organization level. After completing this course you should have an understanding of human behavior at individual, group and organization level.*

**Course Contents:**

**Unit-I**

Introduction to OB, A brief introduction to Perception, Learning, Motivation, Value, Attitude and Leadership.

**Unit-II**

Group Dynamics, Group Development & Cohesiveness, Developing Teams, Intergroup Relations, Power and Influence of group.

**Unit-III**

Determinants of Organizational Structure, Types of Organizational Structure, Organizational Culture.

**Unit-IV**

Organisational Learning and Transformation, Organisational Decision Making, Organisational Strategy.

**Suggested Readings:**

1. Francis, C., 1993, Organizational Behaviour. Himalaya Publishing House, New Delhi.
2. Fred. L., 2004, Organization Behaviour. TataMc Graw Hill: New Delhi.
3. Kolb, D., 1991, Organizational Behaviour: Practical Readings for Management, 5<sup>th</sup> Ed. Englewood Cliffs, PHI, New Jersey .
4. Luthans, F., 2002, Organizational Behaviour. Prentice Hall of India, New Delhi.
5. Mainiero, L. A. and Tromley, C. L., 1985, Developing Management Skill in OB. PHI New Delhi.
6. Moore, M. D., 1985, Inside Organizations: Understanding the Human Dimensions. London, Sage Publ.
7. Robbins, S. P. and Vohara, N., 2011, Organizational Behaviour. Pearson Education, New Delhi.