

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA



Ordinance

on

M.B.A. (Agri-Business)

Programme

Session 2016-17

**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.

1. Eligibility Criteria

The candidate must hold a Bachelor's or Master's Degree in below mentioned disciplines, with at least 50% marks or equivalent CGPA [in case of the candidates belonging to Scheduled Caste (SC)/Scheduled Tribe (ST) and Persons with Disability (PwD) category, this is relaxed to 45%], 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 UGC Act, 1956, or possess an equivalent qualification recognized by the Ministry of HRD, Government of India. 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

1. Agricultural Biotechnology, Agricultural Entomology, Genetics & Plant Breeding, Plant Pathology, Seed Science & Technology, Agronomy, Soil Science, Agricultural Business Management, Agricultural Economics, Agricultural Extension, Agricultural Statistics, etc.
2. Animal Husbandry
3. Dairy Science/Technology
4. Horticulture including Vegetables and Floriculture

Allied Agriculture

1. Agricultural Engineering
2. Fisheries
3. Forestry
4. Home Science
5. Veterinary Science
6. Food Technology
7. Rural Studies/Rural Sociology/Rural Cooperatives/Rural Banking, etc.

Life Sciences, Commerce and Related Disciplines

1. Commerce/Economics: Accountancy, Auditing, Banking, Business Mathematics, Business Organization, Economics, Economic Development and Planning, Public Administration, Public Finance, Secretarial Practices, etc.
2. Chartered Accountancy
3. Cost and Works Accountancy
4. Company Secretaryship
5. Hotel & Tourism Management
6. Management (Business Administration, Business Management, Business Studies, Management Studies)
7. Science: Physics, Chemistry, Mathematics, Biology, Biochemistry, Bio-

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technology, Botany, Life Sciences, Zoology, Statistics, etc.

Engineering and Others

1. Architecture
2. Engineering/Technology [B.E., B.Sc. (Engg.), B. Tech. in all engineering subjects including Computer Engineering, Computer Science, IT]
3. Law
4. Any other discipline not mentioned above.

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 in either CAT conducted by Indian Institute of Management (IIM), MAT conducted by All India Management Association, National Eligibility Test conducted by UGC/CSIR/ICAR/ICMR, GATE conducted by the IITs, Central University Common Entrance Test (CUCET) or any other equivalent national/international Test.

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

Sl. No.	Topic	Weight in Percentage
1.	Basic of agriculture and allied science including Agriculture, Dairy Science, Food Processing Technology, Agricultural Engineering, Veterinary Science & AH, Horticulture, Forestry and Fisheries.	20%
2.	Quantitative Ability	20%
3.	Data Interpretation	20%
4.	Logical Reasoning	15%
5.	Verbal Ability (English)	15%
6.	General Knowledge	10%

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

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 abovementioned tests and 30% weightage to the GD & PI. Since the programme is sector-specific and prefers candidates with relevant educational background, the candidates with bachelor's or master's degree in agricultural sciences or agriculture-related disciplines will be treated differently while short-listing for group discussion and personal interview.

Short listing of candidates with bachelor's degree or equivalent qualification in any non-agricultural discipline (candidates eligible under section 1.2 of eligibility criteria) will be provisional, subject to their submission of the specified form describing their nature of

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interest in the programme. This form will be prescribed by the Central University of Punjab before GD/PI and candidate has to submit filled and duly signed form, failing which, the candidature of the shortlisted candidate will be cancelled and the candidate will not be considered further for admission to the programme.

2.2 Selection Criteria

In the second step, after the completion of group discussion and personal interviews (GD-PI) of all candidates short-listed in the first step, candidates for admission to the 2016-18 batch of the MBA (Agri-Business) at Central University of Punjab, Bathinda will be selected from among the candidates who have attended the GD-PI.

For final selection of candidates for the programme, 70% weightage would be given to CAT/CUCET etc. score, 20% weightage to the GD and 10% 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 GD-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 10 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 requirement 15% for SC and 7.5% for ST candidates and 27% of the seats are reserved for NC-OBC. Candidates should carefully mark the category to which they belong in the application form. 3% seats are reserved for Persons with Disability (PwD) candidates. The three categories of disability are: a) low-vision/blindness, b) hearing impairment, and c) locomotor disability/cerebral palsy. The candidates belonging to categories for which seats are reserved need to note and read carefully the eligibility requirements before applying. It should be noted that while it is endeavour of Central University of Punjab, Bathinda that the candidates belonging to SC/ST/NC-OBC/PwD categories join the programme in proportions mandated by the law, they have to meet the eligibility criteria and a certain minimum level of performance in CAT/CUCET and GD & PI.

SC/ST/NC-OBC/ PwD/Women candidates will be given all the benefits/relaxation as per Govt. of India/University Rules.

5. Course Structure & 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 agribusiness and allied sectors which are experiencing frequent changes. 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 & Syllabus has been given in Appendix-I & Appendix-II respectively.

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Appendix-II includes Syllabus for Inter-Disciplinary Courses (IDCs) which in full or part may be offered by the Centre.

6. Pedagogy

The cornerstone of the pedagogy for this programme at Central University of Punjab, Bathinda are the case method of learning, lectures, seminars, group exercises, independent projects, games, role plays, and 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

After the end of the first year, students will undergo the Rural Immersion in summer. The principal objective of the Rural Immersion is to give students an exposure to rural economy, learning from interaction with the rural people, and becoming familiar with the rural environment, society, institutions and economy. The Rural Immersion is to understand the rural set up and implementation to undertake a live project dealing with managerial issues related to agri-food and rural issues. Through Rural Immersion the students get a unique opportunity to stay in rural India, which exposes them to rural set-up for a better understanding of rural mind set, customs and behaviour of the rural folk. The exercise not only brings the students closer to the ground realities and constraints in vast rural market, but also gives them a firm base on which they could base their future decisions. The students will have to submit Summer Training Project Report and Final Project report.

Besides that every year students will be subjected to an Industrial Visit to a business concern operating in Agri-Business.

8. Examination and Evaluation

Each course, *except Inter-Disciplinary Course, Summer Training Project & Project Report*, shall have Continuous Internal Assessment (40% weightage; i.e. C1 & C2 both 20% weightage) and Term End Examination (60% weightage).

C1 will comprise of average of best two Class Tests out of three each of Maximum Marks 20. C2 will comprise of Assignments, Role Play, Business Games, Debates, Quizes, Attendance etc. as deem fit by concerned Course Coordinator for a total of Maximum Marks 20. C3 will comprise of End Semester Examination of Maximum Marks 60 having one Compulsory Case Study of 12 Marks, and 4 Questions from each Unit having 2 options.

Student shall be declared pass in a course if he/ she has obtained:

- i. A minimum of 40% marks in continuous internal assessment (C1& C2 put together) and end-semester examination (C3) separately, and
- ii. A minimum of 50% marks in aggregate when continuous internal assessment and end- semester examination marks are taken together (C1+C2+C3).

Attendance

- i. 75% of attendance shall be compulsory to all the students. A student shall not be permitted to appear in end-semester examination if he/she has attended less than 75% of the number of classes, both for regular and interdisciplinary courses (IDCs), held up to the end of the semester including tests, seminars and practical etc.

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- ii. The existing relaxations shall be applicable for attendance as per the University Rules.

Award of Grades, SGPA, CGPA

- I. Final marks M in each course in C3 component shall be calculated by giving weightage of credit. $M = [(L+T) \times X + (P \times Y)] / (L+T+P)$ Where, X is marks secured in theory and tutorial out of 100, Y is marks secured out of 100 in practical. L, T, P are credit values.

Table: Calculation of M (Final Marks for a Course)

L.T.P. Distribution	Nature of Course	Formula for calculation of M
L : T : P format	Theory with T and P	$[(L+T) \times X + (P \times Y)] / (L+T+P)$
L : (T=0) : P	Theory with P and without T	$(L \times X) + (P \times Y) / (L+P)$
L : T : (P=0)	Theory with a tutorial but no practical	X
L : (T=0) : (P=0)	Theory only	X
(L=0) : T : P	Tutorial and practical without theory	Y
(L=0) : (T=0) : P	Practical only	Y
(L=0) : T : (P=0)	Only tutorial	Z

Example 1: If a course is of credit pattern 2:1:1 with credit value 4, and the marks obtained by a candidate in theory examination is 72 out of 100 and in practical examination 96 out of 100, then the final marks M of C3 component is calculated as: $M = [(2+1) \times 72 + (1 \times 96)]/4 = (216+96)/4 = 312/4 = 78$

Example 2: If a course is of credit pattern 2:0:2 (with missing tutorial component) with credit value 4, and the marks obtained by a candidate in theory examination is 72 out of 100 and in 20 practical examination 96 out of 100, then the final marks M of C3 component is calculated as $M = [(2 \times 72) + (2 \times 96)]/4 = (144+192)/4 = 336/4 = 84$ After finding the final marks M for each course, final per cent marks P is calculated for each course as:

$$P = (C1+C2) + M$$

(M is out of 60, and (C1+C2) is out of 40 with a total of 100)

Grading:

Letter Grade	Marks	Grade Point	Implication
O	90 and above	10	Excellent/Outstanding
A	80 to 90	9	Very Good
B	70 to 80	8	Good
C	60 to 70	7	Average
D	50 to 60	6	Satisfactory Work
E	45 to 50	5	Sufficient (passed)
P	40 to 45	4	Poor (but passed)
F	Below 40	0	Failed, or use of unfair means

Industrial Training Project / Project Work Evaluation

Student shall do their project work under the mentor from an Agri-Business concern and a supervisor Faculty Member of the Centre. Students will do an individual project. There shall be no provision of group projects. Project work and supervisor shall be assigned to the student by the Centre

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

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The project work shall be evaluated in two components. First, the Mentor will evaluate for 50 % marks. Second, by a board of examiners consisting of Supervisor, Coordinator of the Centre and an External Examiner (from outside University) approved by Vice Chancellor for remaining 50 % marks. Passing (securing a minimum of 40% marks) in both the components of evaluation shall be a pre-requisite to pass this course.

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

9. Result

The classification of the results The Final Grade Point (FGP) to award to the student shall be based on CGPA secured by candidate as tabulated below:

CGPA	DIVISION
$CGPA < 5$	Failed
$5 \leq CGPA < 6.5$	Second
$6.5 \leq CGPA < 8$	First
$8 \leq CGPA \leq 10$	First with Distinction

10. Degree

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

11. 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.

12. 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

13. 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.

14. 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.

15. 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.

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Appendix-I

Course Structure for MBA (Agri-Business)

Course Code	Name of Course	Credit distribution			Total Credits	Marks (scaled)
		L	T	P		
Semester - I						
ABM-101	Principles of Management	3	0	0	3	100
ABM-102	Organisational Behaviour	3	0	0	3	100
ABM-103	Managerial Economics	3	0	0	3	100
ABM-104	Managerial Accounting & Control	2	1	0	3	100
ABM-105	Business Environment	2	0	0	2	100
ABM-106	Business Communication	1	1	0	2	100
ABM-107	Statistics for Management	2	0	0	2	100
----	Inter-Disciplinary Course	---	---	---	2	100
Total					20	800
Semester - II						
ABM-201	Research Methodology	2	0	0	2	100
ABM-202	Financial Management	2	1	0	3	100
ABM-203	Human Resource Management	2	1	0	3	100
ABM-204	Marketing Management	3	0	0	3	100
ABM-205	Production & Operations Management	2	0	0	2	100
ABM-206	Project Management	2	0	0	2	100
ABM-207	Operations Research	2	1	0	3	100
----	Inter-Disciplinary Course	---	---	---	2	100
Total					20	800
Semester - III						
ABM-301	Industrial Training Project	0	0	3	3	100
ABM-302	Business Laws	2	1	0	3	100
ABM-303	Agri-Food Value Chains and Networks	2	1	0	3	100
ABM-304	Entrepreneurship and Small Business Management in Agriculture	2	0	1	3	100
ABM-305	Management of Agribusiness Cooperatives	2	0	0	2	100
ABM-306	Agricultural Risk Management	2	0	0	2	100
----	General Elective-1	2	0	0	2	100
----	General Elective-2	2	0	0	2	100
Total					20	800
Semester - IV						
ABM-401	Business Policy and Strategic Management	2	1	0	3	100
ABM-402	International Business Management	3	0	0	3	100
ABM-403	Rural Marketing	2	0	0	2	100
ABM-404	Food Production and Post-Harvest Management	2	0	0	2	100
ABM-405	Food Retail Management	2	0	0	2	100
----	Industry Oriented Elective-1	2	0	0	2	100
----	Industry Oriented Elective-2	2	0	0	2	100
ABM-408	Project Report	0	0	4	4	100
Total					20	800
Grand Total (Four Semesters)					80	3200
Electives*						
Section-A						
General Elective Courses						
ABG-001	Farm Business Management	2	0	0	2	100
ABG-002	Agribusiness Financial Management	2	0	0	2	100
ABG-003	Agricultural Commodity Markets	2	0	0	2	100
Section-B						
Industry Oriented Elective Courses						
ABI-001	Food Processing Management	2	0	0	2	100
ABI-002	Renewable Energy Resource Management	2	0	0	2	100
ABI-003	Management of Allied Agricultural Sectors	2	0	0	2	100

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

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Appendix-II

Semester – I

Course Name: Principles of Management

L	T	P	Credits	Marks
3	0	0	3	100

Course Code: ABM-101

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.

Learning Outcomes

The student will have upgraded basic analytical skills, conceptual abilities and substantive knowledge in to build foundations 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 departmentalisation, 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. Harold, K. and Weirich, H. Management – A Global Perspective. McGraw Hill Education, 11th edition, 2005
2. Stoner James A.F., R. Edward Freeman, Daniel R. Gilbert Jr.: Management, Pearson Education, 6th edition

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Course Name: Organisational Behaviour

L	T	P	Credits	Marks
3	0	0	3	100

Course Code: ABM-102

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.

Learning Outcome:

Upon completion of this course, students will:

- *Be able to understand basic concepts of Organizational Behaviour*
- *Be able to understand different kinds of groups and their behaviours*
- *Be expert in Organizational Decision Making*

Course Contents:

Unit-I

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

Unit-II

Group Dynamics, Group Development & Cohesiveness, Developing Teams, Intergroup Relations, Power and influence of group, Case Study

Unit-III

Determinants of Organizational Structure, Types of Organizational Structure, Organizational Culture, Case Study

Unit-IV

Organisational Learning and Transformation, Organisational Decision Making, Organisational Strategy, Case Study

Suggested Readings:

1. Luthans, F (2002). Organisational Behaviour. Prentice Hall of India, New Delhi.
2. Robbins, S.P. Vohara, N. (2011). Organisational Behaviour. Pearson Education, New Delhi.
3. Kolb, D., (1991) Organizational Behaviour: Practical Readings for Management, 5th Englewood Cliffs, New Jersey, PHI, 1991
4. Moore M.D., (1985) Inside Organizations: Understanding the Human Dimensions, London, Sage
5. Mainiero, L A & Tromley C L,(1985) Developing Mangement Skill in OB, New Delhi, PHI

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6. Cherunilam Francis,(1993). Organisational Behaviour, Himalaya Publishing House, New Delhi
7. Luthans, Fred. Organization Behaviour. TataMc Graw Hill: New Delhi, 2004.

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Course Name: Managerial Economics

L	T	P	Credits	Marks
3	0	0	3	100

Course Code: ABM-103

Objectives:

This course shall acquaint the students with the concepts of micro & macro-economics and enable them to apply this knowledge in business decision-making.

Learning Outcome:

The student will have upgraded basic analytical skills, conceptual abilities and substantive knowledge of Economics related tools and techniques relevant to managers.

Course Contents:

Unit-I

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-II

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-III

Macroeconomics: Meaning, nature and scope, National income: Concepts, measurement, difficulties and importance

Unit-IV

WPI (Wholesale Price Index), CPI (Consumer Price Index) Money supply, Monetary and Fiscal Policy. Inflation- Employment

Suggested Readings:

1. D N Dwivedi, Managerial Economics, Vikas Publishing House Pvt. Ltd
2. Yogesh Maheswari, Managerial Economics, Prentice Hall of India (Second Edition)
3. Keat, Paul G., Young, Philip K.Y., Banerjee, S. Managerial Economics, Pearson: New Delhi, 2012.
4. Damodaran, S: Managerial Economics. Oxford: New Delhi, 2007.
5. Kapoor, N.D. Elements of Company Law. Jain Book Agency: New Delhi, 2012.
6. Gulshan, S.S. Business Law. Excel Books: New Delhi, 2009.
7. Gupta G.S., Macroeconomics – Theory and Applications, Tata McGraw Hill, New Delhi
8. Edward Shapiro, Macroeconomic Analysis, Galgotia, New Delhi

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9. Gupta S.B., Monetary Economics: Theory, Policy and Institutions, S. Chand, New Delhi
10. Vaish, M.C., Macroeconomic Theory, Vikas Publications, New Delhi.
11. D'Souza, Errol, Macroeconomics, Pearson Education, New Delhi.
12. Deen Burg, Thamar F, Macro Economics: Concepts, Theories & Policies, McGraw Hill, International (Ed.)
13. Diulio, Eugene, Schaum's Outline of Theory & Problems of Macro Economics, McGraw Hill.
14. Arnold, Roger A, Macro Economics, South Western College Publishing, Thomson Learning.

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Course Name: Managerial Accounting & Control

L	T	P	Credits	Marks
2	1	0	3	100

Course Code: ABM-104

Objectives:

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.

Learning Outcomes:

The student will have upgraded basic analytical skills, conceptual abilities and substantive knowledge of Accounting related tools and techniques relevant to managers.

Course Contents:

Unit-I

Overview of accounting Process, Final Accounts, Trading Account, Profit & Loss Accounts, Balance sheet.

Unit-II

Inventory valuation and estimation, Long-term Assets and Depreciation, Financial statement Analysis, Ratio analysis, Fund Flow Analysis and Cash Flow analysis

Unit-III

Management accounting: nature, concepts, Scope, Importance, Cost Accounting; Nature, Concepts, Scope. Importance; Concept of cost unit, cost centre, Cost sheet.

Unit-IV

Standard costing & variance analysis; Marginal costing & Profit Planning, Cost-volume-Profit analysis, Absorption costing, Budgeting & Budgetary control.

Suggested Readings:

1. R.K. Sharma & Shashi K. Gupta, Management Accounting: Principles & practice, Kalyani Publisher, New Delhi
2. Bhattacharjee Ashis K. Financial Accounting for Business Management. Prentice Hall India: New Delhi, 2006.
3. Thukaram Rao, M.E., Cost and Management Accounting, New Age Publishers
4. Ramachandran, N. and Kakani, R.K. Financial Accounting for Management. 3/e, TATA McGraw-Hill Education Pvt. Ltd: Noida, 2011
5. Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JBC Publishers and Distributors, New Delhi
6. Pandey, I.M., Management Accounting, Vikas Publishing House, New Delhi
7. Horngren, Sundem and Stratton, Introduction to Management Accounting, Pearson Education, New Delhi

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Course Name: Business Environment

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-105

Objectives:

The course aims to acquaint the students with prevailing business environment in which business will operate that are helpful choosing and devising the appropriate, feasible and competitive business plan.

Learning Outcomes:

The student will have upgraded basic analytical skills, conceptual abilities and substantive knowledge of internal and external business environment, the relationship and interface among various stakeholders of business concern.

Course Contents:

Unit-I

Nature and structure of business environment; macro and micro indicators; assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors.

Unit-II

Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector; competitive environment; legislation for anti-competitive and unfair trade practices; consumer and investor protection.

Unit-III

Current industrialization trends and industrial policy; environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public - private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Unit-IV

Globalisation trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Suggested Readings:

1. Acharya, Shankar, India's Macroeconomic Management in the Nineties, ICRIER, New Delhi
2. Ahluwalia, I.J. and IMD Little, India's Economic Reform and Development, Oxford University Press, Delhi
3. Datt, R., Second Generation Economic Reforms in India, Deep and Deep, New Delhi
4. Khan, M.Y., Indian Financial System, TATA McGraw Hill, New Delhi

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Course Name: Business Communication

L	T	P	Credits	Marks
1	1	0	2	100

Course Code: ABM-106

Objectives:

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

Learning Outcomes:

The student will have upgraded verbal, non-verbal, formal, informal communication skills besides that oral presentation, written reports will also be in their competence.

Course Contents:

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 sport 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. Kaul, Asha, Business Communication, PHI, New Delhi
2. Kaul, Asha, Effective Business Communication, PHI, New Delhi
3. Chaturvedi, P. D., and Mukesh Chaturvedi, Business Communication , Pearson Education
4. McGrath, E. H., Basic Managerial Skills for All, PHI, New Delhi

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Statistics for Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-107

Objectives:

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

Learning Outcomes:

The student will be able to demonstrate and operate all the statistics related tasks to be completed on by 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 Reading:

1. Levin & Rubin, Statistics for Business, Prentice Hall of India, New Delhi.
2. Gupta S. P. & Gupta M.P. Business Statistics, Sultan Chand & Sons, Delhi.
3. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
4. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
5. Chandan, J. S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
6. Bhardwaj, R. S., Business Statistics , Excel Books, 2000
7. Gupta, C. B. & Gupta, Vijay, Business Statistics, S. Chand & Co. Delhi.
8. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
9. Hooda. R. P., Statistics for Business & Economics, McMillan India Ltd.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Semester – II

Course Name: Research Methodology

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-201

Objectives:

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

Learning Outcome:

Upon completion of this course, students will:

- Be able to understand basic concepts of Research Methodology*
- Be able to understand different kinds of research*
- Be able to design the training reports and research projects*
- Be able to write research paper*

Course Contents:

Unit-I

Scientific Approach: Conceptual Foundations, Research Design: Types of Research, Research Process and Research Proposal

Unit-II

Experimental Research, Measurement: Validity, Reliability & Scaling Techniques, Questionnaire and Scale Development

Unit-III

Sampling Techniques and Design, Methods of Data Collection, Hypothesis Testing

Unit-IV

Data Analysis: Descriptive Statistics, Univariate & Bivariate Analysis, Multivariate Data Analysis, Qualitative Methods, Research Report

Suggested Reading:

1. Kothari, C.R.(2004) Research Methodology-Methods and Techniques, New Age International (P) Limited, Publishers
2. Panneerselvam R., Research Methodology, New Delhi, PHI
3. Green Paul, Tull Donald S., Albaum G., Research for Marketing Decisions, 5th Edition, New Delhi, PHI

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4. Gupta S.P. (2001), Statistical Methods, New Delhi, S. Chand & Co.
5. Krishnaswami, O.R. and Ranganatham, M. (2005). Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai.
6. Saunders, M., Lewis, P. and Thornhill, A. (2003). Research Methods for Business Students, Pearson Education Pte. Ltd., Singapore.
7. Schnider and Cooper (2001). Business Research Methods, Tata McGraw Hill, New Delhi.
8. Andrews, F M and S B. Withey, (1976) Social Indicators of well Being, Plenum Press, NY

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Financial Management

L	T	P	Credits	Marks
2	1	0	3	100

Course Code: ABM-202

Objectives:

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.

Learning Outcome:

The student will have upgraded basic analytical skills, conceptual abilities and substantive knowledge of Finance related tools and techniques.

Course Contents:

Unit-I

Financial management – scope, finance functions and its organization, objectives of financial Management; time value of money; sources of long term finance

Unit -II

Investment decisions – importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital

Unit -III

Capital structure decisions – financial and operating leverage; capital structure theories – NI, NOI, Traditional and M-M theories; determinants and dividend policy and dividend models.

Unit -IV

Working Capital – meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables

Suggested Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M Y, and Jain P K, Financial Management, Tata McGraw Hill, New Delhi
3. Keown, Arthur J, Martin, John D Petty J William and Scott David F, Financial Management, Pearson Education
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Home, James C, Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay
7. Kishore R, Financial Management, Taxman's Publishing House, New Delhi

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Human Resource Management

L	T	P	Credits	Marks
2	1	0	3	100

Course Code: ABM-203

Objectives:

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

Learning Outcome:

Upon completion of this course, students will:

- Be able to understand role and functions of HRM*
- Be able to understand Human Resource Planning*
- Be able to understand Training and development*
- Be able to understand Performance Appraisal*

Course Contents:

Unit-I

HRM, Importance and challenges of HRM, Functions of Human resource management
Strategic HRM

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

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Marketing Management

L	T	P	Credits	Marks
3	0	0	3	100

Course Code: ABM-204

Objectives:

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

Learning Outcomes:

The objectives of this course are to develop the participants' basic analytical skills, conceptual abilities and substantive knowledge in the field of marketing management.

Course Contents:

Unit-I

Nature and Scope of Marketing, marketing information system, market research, consumer and industrial marketing

Unit-II

Market segmentation, targeting, positioning, Product decision, product mix, branding, packaging decisions, and pricing methods

Unit-III

Promotion Decision, Promotion Mix, Advertising, Sales Promotion, Publicity/public relations, personal selling, channel management- selection, co-operation and conflict management

Unit-IV

Organizing and implementing marketing in the organization, Evaluation and control of Marketing Efforts, New Issues in Marketing- Globalization, Consumerism, and Legal issues

Suggested Readings

1. Kotler, P. & Keller, K. (2015). Marketing Management, *Pearson Publishers*, New Delhi.
2. Ramaswamy, V. S. and Namakumari, S. (2002). Marketing Management, Planning and Control. *Macmillan India Ltd.*, New Delhi.
3. Adrian Palmere, (2001) Introduction to Marketing, Oxford University Press
4. Sherlekar S. A., (1991) Marketing Management, Himalaya Publishing House.
5. Ghosh P. K., (2002) Industrial Marketing, Oxford University Press, New Delhi
6. Neelamegham, S.,(1988) Marketing in India: Cases and Readings, New Delhi, Vikas
7. Stanto, William J., (1994) Fundamentals of Marketing, New york, McGraw hills

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Production & Operations Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-205

Objectives:

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

Learning Outcomes:

The student will be able to identify the roles and responsibilities of production & operations managers in different organisational contexts.

Course Contents:

Unit-I

Nature and Scope of Production and Operations management, Operation Strategy, Innovation & new product development; Types of Manufacturing Systems; Layouts, plant location

Unit-II

Production planning and control- forecasting; routing, scheduling, expediting; aggregate planning; master scheduling, MRP; PPC in job shop, batch production, mass production and projects

Unit-III

Work Study, Method Study, work Management, work environment- industrial safety, safety management; Approaches to quality management, Quality control: Statistical quality control, inspection; Total Quality Management, ISO 9000 series.

Unit-IV

Material Management, Purchase management, store management, Inventory control- quantity control and selective control, JIT and Lean Systems

Suggested Readings

1. Muhlemann, Oakland, Lockyer, Sudhir and Katyayani. Production and Operations Management. Pearson. 6th Edition, 2013.
2. Russell S. Robert, Taylor W. Bernard (2005). Operations Management, Fourth Edition, *Pearson Education*, New Delhi
3. Adam, E. Everett, Ebert J. Ronald (2003). Production and Operations Management concept, models, and behavior, 5/e. *Prentice Hall of India*, New Delhi.
4. Aswathapa, K, (2005) Production & operations Management, Himalaya Publishing House, New Delhi
5. Chary SN, (2000) Production & Operations Management, Tata McGraw hills, New Delhi
6. BuffaElwod, (1987) Modern Production & operation Management, John Wiley

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7. Moore, FG and Hendrick, T. E.(1992) Production/operation Management, Homewood, Illinois, Richard D Irwin
8. Steve Brown, Kate Blackmon, Paul Cousins and Harvey Maylor (2001)Operations Management Policy, Practice And Performance Improvement , Butterworth-Heinemann, New Delhi
9. S. Anil Kumar, N. Suresh (2009), Operation Management, New Age International (P) Ltd, New Delhi.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Project Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-206

Objectives:

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. Real project planning in India shall be studied as a case study.

Learning Outcomes:

The student will be able to identify and handle the project effectively and efficiently since beginning to the termination.

Course Content:

Unit-I

Sensing and understanding environment for business opportunities, Generation & screening of project ideas, Capital expenditure-Importance & difficulties, Market Demand analysis, Technical Analysis. Financial analysis, analysis of project risk, Firm risk & Market risk, SCBA, Various approaches (LM, UNIDO etc.), Multiple projects & constraints.

Unit-II

Network techniques of project Management, Time & Cost trade-off, Project review & Administrative aspects. Project Planning in India, Time & Cost Overrun in Public Sector Enterprises in India, Environmental appraisal of projects.

Suggested Readings:

1. Chandra, Prasanna. Projects: Preparation, Appraisal, Budgeting and Implementation, 5th Ed., Tata McGraw Hill, New Delhi, 2002.
2. Kerzner H., Project Management: A Systems Approach to Planning, Scheduling and Controlling, John Wiley & Sons, New Jersey, 2003.
3. Desai, Vasant., Entrepreneurship Development, Project formulation, Appraisal & Financing for
4. Small Industry (3 Vols.), Himalaya Publications, New Delhi, 2006.
5. Yound, Trevour, L., Planning & Implementing Projects, Sterling Publishing Ltd., New Delhi, 1998.
6. Krishan, Gopal P. & Moorthy, Ram V. E. Text Book of Project Management, Mac Millan India Ltd. New Delhi, 1998.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Operations Research

L	T	P	Credits	Marks
2	1	0	3	100

Course Code: ABM-207

Objectives:

This course will provide students with

- *The ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively;*
- *The knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry;*
- *The skills in the use of Operations Research approaches and computer tools in solving real problems in industry; mathematical models for analysis of real problems in Operations Research.*

Learning Outcomes:

Upon completion of the subject, students will be able to

- *recognize the importance and value of Operations Research and mathematical modeling in solving practical problems in industry;*
- *formulate a managerial decision problem into a mathematical model;*
- *understand Operations Research models and apply them to real-life problems;*
- *Use computer tools to solve a mathematical model for a practical problem.*

Course Content:

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. Vohra, N.D., (2009) Quantitative Techniques in Management, 4/e, Tata McGraw Hill, New Delhi.
2. Sharma. Operations Research – Theory and Applications. Macmillan India Limited: New Delhi, 2013 (5th Edition)
3. Panneerselvam. Operations Research. PHI Learning Pvt. Ltd.: New Delhi, 2012
4. Srivastava, Shenoy & Sharma. Operations Research for Management. New Age Publishers: New Delhi, 1997.
5. Kothari, C. R; An Introduction to Operations Research, Vikas Publishing House, New Delhi.

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6. Hillier, L, (2005) Operations Research: Concepts & Cases, Tata McGraw Hill, New Delhi.
7. Taha, HA, (2006) Operations Research- an Introduction, 8/e, Prentice Hall of India, New Delhi

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Semester – III

Course Name: Industrial Training Project

L	T	P	Credits	Marks
0	0	3	3	100

Course Code: ABM-301

Objectives:

The course is designed to hands on experience about the processes involved in management of an Agri-Business concern.

Learning Outcomes:

The student will able to operate the agri-business in the real business world effectively as well as efficiently.

Course Pedagogy:

Student shall do their project work under the mentor from an Agri-Business concern and a supervisor Faculty Member of the Centre. Students will do an individual project. There shall be no provision of group projects. Project work and supervisor shall be assigned to the student by the Centre

The project work 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, the Mentor will evaluate for 50 % marks. Second, by a board of examiners consisting of Supervisor, Coordinator of the Centre and an External Examiner (from outside University) approved by Vice Chancellor for remaining 50 % marks. Passing (securing a minimum of 40% marks) in both the components of evaluation shall be a pre-requisite to pass this course.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Business Laws

L	T	P	Credits	Marks
2	1	0	3	100

Course Code: ABM-302

Objectives:

The course is designed to provide an understanding of legal processes involved in management of an organization. The main focus is on understanding basic laws affecting the operation of a Business Enterprise.

Learning Outcomes:

The student will be able to operate the business in accordance to the law to which the business is subject and to have fair understanding and spirit of business ethics.

Course Content:

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

The Sale of Goods Act: Contract of sale of goods, conditions and warranties, transfer of property, rights of an unpaid seller; the negotiable instruments act: nature and types; negotiation and assignment; holder-in-due course, dishonour and discharge of a negotiable instrument, arbitration

Unit-III

The Companies Act, 1956: Nature and types of companies; formation; memorandum and articles of association; prospectus, shares and share capital, allotment of shares

Unit-IV

Membership; borrowing powers; management and meetings; accounts and audit; compromise arrangements and reconstruction; prevention of oppression and mismanagement; winding up; Consumer Protection Act and Cyber Law; RTI Act 2005 : Purpose, Right to Information and Obligation of Public Authorities, Exemption from disclosure of information.

Suggested Readings:

1. Kuchhal, M. C. & Deepa Parkash, Business Legislation Management, Vikas Publishing House Pvt. Ltd.
2. Khergamwala, J.S., The Negotiable Instrument Acts, N.M. Tripathi, Bombay, 1980
3. Ramaiyam, A., Guide to the Companies Act, Wadhwa, Nagpur, 1992
4. Shah, S.M., Business Law for Managers, Sultan Chand, New Delhi, 1998
5. Tulisian P.C., Business Law, TMH, New Delhi

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Agri-Food Value Chains and Networks

L	T	P	Credits	Marks
2	1	0	3	100

Course Code: ABM-303

Objectives:

The main objective of the course is to build up skills Agri-Supply Chain and Agri-Marketing.

Learning Outcomes:

The student will able to operate the business in without any logistics issue or operational deficiency.

Course Content:

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

Unit-II

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. Marketing potential and forecasting, Classification of Products; Product Life Cycle; New Product Development; Product, Line and Product Mix; Branding, Packaging and labeling. Factors affecting prices; Pricing Policies and Strategies; Pricing Methods.

Unit-III

Types of Distribution Channels; Functions of Channel Members; Channel Management Decisions. Promotion Mix; Introduction to Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations and Direct marketing, managing integrated marketing promotion, Customer Relationship Management.

Unit-IV

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). 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. Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in

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Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management Bench marking: introduction, concept and forms of Benchmarking.

Suggested Readings:

1. Altekar RV. 2006. Supply Chain Management: Concepts and Cases. Prentice Hall of India.
2. Monczka R, Trent R & Handfield R. 2002. Purchasing and Supply Chain Management. Thomson Asia.
3. Weele A. J. 2000. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House.
4. Brassington 1997. Marketing Management. Pitman Publ. House.
5. Kotler P. 2002. Marketing Management — Analysis, Planning, Implementation and Control, Pearson Edu.
6. McCarthy 2003. Marketing Management. Tata McGraw-Hill.
7. Saxena R. 2002. Marketing Management. Mc Graw Hill.
8. Stanton WJ, Etzel MJ & Walker BJ. 1996. Fundamentals of Marketing. McGraw-Hill.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Entrepreneurship and Small Business Management in Agriculture

L	T	P	Credits	Marks
2	0	1	3	100

Course Code: ABM-304

Objectives:

The main objective of the course is acquainting students with entrepreneurial theories and practices and to build up the advanced entrepreneurial skills.

Learning Outcomes:

The student will be able to start, manage and grow the business effectively and efficiently.

Course Content:

Unit-I

Entrepreneurship: Concept and Definitions; Entrepreneurship and Economic Development; Classification and Types of Entrepreneurs; Entrepreneurial Competencies; Factor Affecting Entrepreneurial Growth – Economic, Non-Economic Factors; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs; Entrepreneur; Manager Vs. Entrepreneur. Theories of Entrepreneurship New Ventures; Business Plans Government Plans & Policies; Training Infra Structural Assistance; Entrepreneurship in Agriculture Sector.

Unit-II

Characteristics and Role of small Business; Institutional Assistance to Small Business: Sources of Information Financial Institutions, Marketing Assistance.

Unit-III

Procedure for setting up Small Business: Rules & Regulations, Market Survey, Preparation of Feasibility Report, Managerial Competence and Infrastructure.

Unit-IV

Opportunity/Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information. Project Identification Analysis: Socio-economic Consideration in Project Formulation; Social Infrastructure Projects for Sustainable Development; Investment Opportunities; Project Screening and Presentation of Projects of Decision Making; Expansion of Capacity; Diversification.

Suggested Readings:

1. Hisrich RD & Peters MP. 2002. Entrepreneurship. Tata McGraw Hill.
2. Kaplan JM. 2003. Patterns of Entrepreneurship.
3. John Wiley & Sons. Nandan H. 2007. Fundamentals of Entrepreneurship Management. Prentice Hall.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Management of Agribusiness Cooperatives

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-305

Objectives:

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

Learning Outcomes:

The student will able to start, coordinate and grow the agribusiness cooperatives effectively and efficiently.

Course Content:

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

Human resource management, placement and role of board of directors in cooperative management. Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.

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.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Agricultural Risk Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-306:

Objectives:

The main objective of the course is make able student to identify the agricultural risk and to develop strategies to cope up with them.

Learning Outcomes:

The student will able to understand, identify and hedge against the agricultural risk.

Course Content:

Unit-I

Concept and meaning of agricultural risk; Variate and non-covariate risk. Risk Management for farmers: Types of risks – price risk, yield risk, climate and weather risk, asset risk, health risk, etc;

Unit-II

Impact of climate change and weather aberrations on crop yield and socioeconomic status with special reference to arid regions.

Unit-III

Strategies for agricultural risk management: Designing, products and programmes for combating risk. Estimation of losses. Risk avoidance and mitigation.

Unit-IV

Agricultural insurance, compensation, legislative and regulatory mechanism.

Suggested Readings:

1. Dana L Hoag, Applied risk Management in Agriculture.
2. Peter J. Barry, Risk Management in Agriculture.
3. Ramaswami Bharat, Risk Management in Agriculture.
4. Bomin, Christopher A., Agricultural Options: Trading, Risk and Hedging.
5. Ravi and Kishor, Risk Management.

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Semester - IV

Course Name: Business Policy and Strategic Management

L	T	P	Credits	Marks
2	1	0	3	100

Course Code: ABM-401

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.

Learning Outcomes:

The student will able to appraise the environment, formulate, execute, evaluate and control the strategy.

Course Contents:

Unit-I

Definition of Strategy, history of strategy, nature of strategy, Levels at which strategy operates, Concept of Strategic intent, vision, mission, goals, objective, organizational values, Difference between policy, strategy and tactic; Concept of Strategic Management, role of strategic management.

Unit-II

Environmental Scanning- PESTEL, Industry analysis- Porter's 5 force analysis, Organisational Appraisal, Corporate Portfolio Analysis - Boston matrix, Value chain Analysis, SWOT Analysis, Strategic formulation and choice of alternatives strategy: Generic competitive strategies, growth, stability, profitability, efficiency, market leadership, survival, mergers and acquisitions, core competence.

Unit-III

Strategy Implementation-Framework for Strategy Implementation: Concept of strategy implementation, Activating strategy, Factors causing unsuccessful implementation of strategy, Bench marking, McKinsey's 7S framework, Structural implementation, Functional implementation, Behavioral implementation, Resource mobilization and allocation; Case study.

Unit-IV

Strategic Evaluation and Control- Strategic Evaluation and Control: Concept of strategic evaluation and control, role of strategic evaluation and control, barriers in strategic evaluation and control; Strategic Control- Control process; Techniques of strategic evaluation and control; case study.

Suggested Readings:

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1. Gluek, William F., (2005) Strategic management and Business Policy, New Delhi, Tata McGraw Hills
2. Kazmi, A. (2002). Business Policy and Strategic Management. *Tata Mcgraw Hill*, New Delhi.
3. Wheelen, T.L. and Hunger, J.D. (2003). Strategic Management and Business Policy. *Pearson Education*, (LPE), New Delhi.
4. Fred David, Strategic Management Concept & cases, PHI
5. Shrinivasan R, Strategic Management- Indian Context, PHI
6. H. Igor Ansoff: Implanting Strategic Management, prentice Hall, New Jersey.
7. Michael, E Porter: The competitive advantage of Nations, Macmillan, New Delhi.
8. Arthur A. Thompson Jr., A.J. Strickland III and John E. Gamble, 'Crafting and Executing Strategy' McGraw Hill, Irwin.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: International Business Management

L	T	P	Credits	Marks
3	0	0	3	100

Course Code: ABM-402

Objectives:

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.

Learning Outcomes:

After studying the subject students will be able to understand international business aspects like export, import, investment in foreign destination as well as financing organizations from international markets. It will also give an idea about the international manufacturing, international human resource aspects and business diplomacy.

Course Contents:

Unit-I

International Business an overview, types of international business, Competitive environmental forces in global business- Political, Economic, regional economic integration, cultural and human factors. Case study.

Unit-II

World Financial Environments- Foreign Exchange market; International monetary system; Global Capital Market, Trade agreements, tariffs and barriers, Issues of assets protections. Relevant cases.

Unit-III

International Business Operations: Exporting Importing and counter trade; International human resource management; International Manufacturing and Material Management- manufacturing and logistics, locating, country factor, technology factor, strategic role of foreign factories, role of R&D. Case study.

Unit-IV

Strategy and Structure of International Business- strategy of international business; organization of international business; entry strategy and alliance. Relevant cases.

Suggested Readings:

1. Francis Cherunilam, international Business- text & cases, PHI
2. Anant K Sundaram, International Business Text & cases, PHI
3. Subba Rao, International Business Text & cases, Himalaya Publishing House
4. Justin Paul, International Business, PHI

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5. Margret Woods, International Business, Palgrave
6. Eiteman, D K and Stopnehill, AL, (1986) Multinational Business Finance, New York, addition Wesley
7. Bhalla V K, (1993) International Economy- Liberalisation Process, New Delhi, Anmol

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Rural Marketing

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-403

Objectives:

The objective of this course is to equip the students with rural marketing, tools and techniques.

Learning Outcomes:

After studying the course students will be able to devise suitable rural marketing strategies in order to cope up with challenges from the prevailing rural business environment.

Course Contents:

Unit-I

Rural Marketing Introduction: Definition; Myths and Reality of Rural Markets; Characteristics of Rural People; Rural market Environment; Rural Infrastructure; Problems of Rural Marketing as regards Product Positioning; Distributions; Language; Media; Transport etc. Challenges for Rural Marketing.

Unit-II

Rural Marketing Strategies: Rural Market Segmentation; Product Strategies; Pricing Strategies; Promotion Strategies; Distribution Strategies; Rural Marketing Research; Role of IT in Rural Marketing (e-Chaupals etc.) with few case studies; Marketing of Rural and Cottage Industry Products. Future of Rural Marketing in India.

Unit-III

Marketing of agricultural input with special reference to fertilizers seeds and tractors: Organizations and functions of agricultural marketing in India. Classification of agricultural products with particular reference to seasonality and perishability, Marketing structure and performance. Processing facilities for different agricultural products. Role of ware housing: Determination of agricultural prices and marketing margin. Role of Agricultural price commission. Role of Central and State Governments. Institutions and organizations in Agricultural Marketing.

Unit-IV

Foundation of Social Marketing: Definition; Nature and Scope; Social Marketing Challenges; Conceptual Framework of Social Marketing; Need for Social Marketing. Social Marketing Strategies and Applications: Social Markets Segmentation; Product Strategies; Marketing Mix; Pricing Strategies; Promoter Strategies: Role of Govt. and NGO's in Social Marketing; Social Marketing; Applied in Family Planning; Medicare; Small Savings; AIDS Prevention.

Suggested Readings:

1. Dogra Balram, *Rural Marketing: Concepts and Practices*, Tata Mc-Graw Hill, New Delhi
2. Krishnamacharyulu C S G, Lalitha Ramakrishnan, *Cases in Rural Marketing*, Dorling Kindersley (India) Pvt. Ltd

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3. Richika, R. (2005). Rural Marketing in India: Strategies and Challenges. *New Century Publication*, 78-90.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Food Production and Post-Harvest Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-404

Objectives:

The objective of this course is to equip the students with food production technology, packaging and preservation techniques.

Learning Outcomes:

After studying the course students will be able to devise suitable strategy for food production, preservation, grading and packaging.

Course Contents:

Unit-I

Present status of food industry in India and emerging scenario; major food growing zones, management of food production technology for domestic and global market.

Unit-II

Post-harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post-harvest management for quality and shelf life; fruit processing industry.

Unit-III

International trade in food problems and prospects and global marketing of food, and government policy, incentives domestic and global trade.

Unit-IV

Methods of storage- ventilated, refrigerated, physical injuries and disorders; Packing methods and transport, principles and methods of preservation, food processing, canning, fruit juices, beverages, pickles, jam, jellies, candies; Dried and dehydrated products, nutritionally enriched products, fermented fruit beverages, packaging technology, processing waste management, food safety standards.

Suggested Readings:

1. Chadha KL & Pareek OP. 1993. Advances in Horticulture. Vols. I-IV. Malhotra Publ. House.
2. Kader AA. 1992. Post-harvest Technology of Horticultural Crops. Univ. of California. Div. of Agri. & Natural Resources.
3. Chadha KL & Choudhary B. Ornamental Horticulture in India. ICAR. Grindal EW. Every Day Gardening in India.
4. D.B. Tarporevala Sons. Randhawa GS & Mukhopadhyay A Floriculture in India. Allied Publ. Randhawa MS. Beautifying India. Raj Kamal Publ.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Food Retail Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABM-405

Objectives:

The objective of this course is to equip the students with food retail management techniques.

Learning Outcomes:

After studying the course students will be able to devise suitable strategy for retail and logistics, their operations and economies.

Course Contents:

Unit-I

Introduction-Meaning, Evolution of Retail industry in India, Role of retailing, Trends in Retailing, Emergence of organizational retailing, Classification of Retail Industry, Different retail formats, Careers in Retailing-Garment retail sector.

Unit-II

Retailing Selection of Retail Location, Role of families and women in retailing, Impact of Changing scenario of Indian household income, Changing Indian Consumer. Product Concept, Product Classification in Retailing. Types of Consumer Products, Product line and Mix. Retail Customer –Retail market segmentation, Targeting and Positioning, E-Retailing.

Unit-III

Brand Management, Product V/s Brand, Stocks and Sales relationship, Average Inventory and Planning, Markdowns, Markups, Gross Margin, Cash Discount, Terms of Sales, Stock Shortage. Design Centre, Fashion Weeks, Haut Couture, Buying Centre, Market Weeks, Mart. Buying Plans, Assortment Plans, Stock Keeping Units, Vendor Managed Inventory, Stock Turnover, Stock to sell ratio, Open to buy. Purchase order, Advance order, Recorders, Back orders, Open orders, Special orders, blanket orders, Approval Buying.

Unit-IV

Introduction to the textile industry with respect to retail Organizational Structure of textile retail. Functions and process flow of Retail in Textile, Major Departments and Responsibilities, Challenges, Opportunities, Growth . Retail in Textile .FDI In Indian Retail and its Importance. International Retailers in India and Strategies. Mall management-Meaning, Types of Various retail formats. Factors influencing Malls Establishments. Indian Scenario for mall management.

Suggested Readings:

1. Pradhan, S. (2006). *Retailing Management 2E*. Tata McGraw-Hill Education.
2. Ogden, J. R., & Ogden, D. T. (2009). *Integrated retail management*. Biztantra.

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3. Levy, M., Weitz, B. A., & Ajay, P. (2009). *Retailing Management (Skimming and Scanning)*. Tata McGraw-Hills Publ. Co. Ltd., New Delhi.
4. Berman, B., & Evans, J. R. (1979). *Retail management: a strategic approach*. New York: Macmillan.
5. Hasty, R. W., & Reardon, J. (1997). *Retail management*. McGraw-Hill.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Project Report

L	T	P	Credits	Marks
0	0	4	4	100

Course Code: ABM-408

Objectives:

The objective of this course is to equip the students with food retail management techniques.

Learning Outcomes:

After studying the course students will be able to devise suitable strategy for retail and logistics, their operations and economies.

Course Pedagogy:

Student shall do their project work under the supervisor Faculty Member of the Centre. Students will do an individual project. There shall be no provision of group projects. Project work and supervisor shall be assigned to the student by the Centre

The project work 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, the Supervisor will evaluate for 50% marks. Second, by a board of examiners consisting of Supervisor, Coordinator of the Centre and an External Examiner (from outside University) approved by Vice Chancellor for remaining 50% marks. Passing (securing a minimum of 40% marks) in both the components of evaluation shall be a pre-requisite to pass this course.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Electives*

Section-A

General Elective Courses

Course Name: Farm Business Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABG-001

Objectives:

The objective of this course is to acquainting the students with farm business management principles, costing and accountancy.

Learning Outcomes:

After studying the course students will be able to devise farm business plan, operate, manage, control and grow farm business.

Course Contents:

Unit-I

Scope of Agribusiness, importance for developing countries, Agribusiness Management – Nature and scope and functions.

Unit-II

Agribusiness input and output services, agricultural credit and foreign trade, Planning and organizing Business – Importance of small agribusiness, Indian Agribusiness Environment and IT in Agribusiness.

Unit-III

Basic principles of farm management - marginal returns, opportunity cost, cost substitution, equimarginal returns, enterprises combination, time comparison and comparative advantage; cost concepts and analysis; farm efficiency measures.

Unit-IV

Farm financial analysis; farm planning and budgeting; book keeping and accountancy; process of decision making under different knowledge situations; measurement and management of risk and uncertainty in agriculture (including livestock, horticulture, fisheries, forestry, etc.), diversification and insurance in agriculture and allied sectors.

Suggested Readings:

1. Heady E O & Jensen H. 1960. Farm Management Economics. Prentice Hall.
2. Johl S S & Kapoor T R. 1973. Fundamentals of Farm Business Management. Kalyani Publ.
3. Kahlon A S & Singh K. 1992. Economics of Farm Management in India. Allied Publ.
4. Panda SC. 2007. Farm Management & Agricultural Marketing. Kalyani Publ.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Agribusiness Financial Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABG-002

Objectives:

The objective of this course is to equip the students with tools and techniques of agribusiness financial managements.

Learning Outcomes:

After studying the course students will be able to analyze, interpret the financial issues and will have good sense of fixed and working capital management also.

Course Contents:

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

Capital Structure, Determinants of size and composition of Capital Structure, Capital Structure Theories; Long term financing and Cost of Capital.

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.

Unit-IV

Financial planning and Forecasting, Financial planning for mergers & acquisition, 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. Chandra P. 2000. Financial Management. Tata McGraw Hill.
2. Khan MY & Jain PK. 2004. Financial Management: Text, Problems and Cases. Tata McGraw Hill.
3. Pandey IM. 1997. Financial Management. Vikas Publ.
4. Ramachandran N & Kakani RK. 2005. Financial Accounting for Management. Tata McGraw Hill.
5. Van Horne JC. 1997. Financial Management and Policy. Prentice Hall.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Agricultural Commodity Markets

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABG-003

Objectives:

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

Learning Outcomes:

After studying the course students will be able to take appropriate measures for hedging against the risk especially by using forward and options in the 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 efficiency

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. Sridhar A.N., Future and Options
2. Bala S.D., Strategic Financial Management
3. Gupta S.L., Financial Derivatives.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Section-B Industry Oriented Elective Course

Course Name: Food Processing Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABI-001

Objectives:

The objective of this course is to equip the students with tools and techniques of food technology and processing management.

Learning Outcomes:

After studying the course students will be able to analyze, interpret the methods and techniques of food processing.

Course Contents:

Unit-I

Present status of food industry in India; organizational structure of agro industry; major dimensions of agro based industries; risk management; unit operations of food industry; deteriorative factors and their control.

Unit-II

Laws and regulation related to food industry; quality management in food industry-quality standards and ISO: 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.

Unit-III

Processing of dairy products; cereals milling; pulse milling; oil seeds crushing; processing of fruits and vegetable; confectionery; tea and coffee processing; food additive and toxicology.

Unit-IV

Protection of food during storage, and transportation; packaging distribution of food products; case studies on project formulation-dairy products, oil industry, fruit and vegetables processing, milling-pulse, cereals etc.

Suggested Readings:

1. Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India. Oxford & IBH.
2. Early R. 1995. Guide to Quality Management Systems for Food Industries.
3. Blackie. Jelen P. 1985. Introduction to Food Processing. Reston Publishing.
4. Potly VH & Mulky MJ. 1993. Food Processing. Oxford & IBH.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Renewable Energy Resource Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABI-002

Objectives:

The objective of this course is to equip the students with tools and techniques of renewable energy resource management.

Learning Outcomes:

After studying the course students will be able to analyze, interpret the methods and techniques of renewable energy resource management.

Course Contents:

Unit-I

Natural resources - definition - characteristics and classification. Stock dynamics of renewable and non-renewable resources. Equation of motion for renewable and non-renewable resources. Fundamental equation of renewable resources.

Unit-II

Growth curves of fishery and forest resources. The role of time preference in natural resource use. Simple two-period model of optimal use of renewable and non-renewable resources.

Unit-III

Economics of groundwater use - optimal extraction of groundwater. Analytical and numerical solutions for optimal inter-temporal allocation of natural resources. Optimal harvesting of single rotation and multiple rotation forests.

Unit-IV

Property rights in natural resources and their implication for conservation and management of natural resources. Management of common property natural resources – Institutional arrangements for conservation and management of groundwater and forestry resource. Resource scarcity – Natural resource degradation – Poverty and resource degradation – Natural resource accounting - Pricing and valuation of natural resources – Natural resources policy.

Suggested Readings:

1. Baland J-M & Platteau JP. 1996. Halting Degradation of Natural Resources: Is There a Role for Rural Communities? Clarendon Press and FAO.
2. Carlson GA, Miranowski J & Zilberman D. 1998. Agricultural and Environmental Resource Economics. Oxford Univ. Press.
3. Chiang AC. 1992. Elements of Dynamic Optimization. Waveland Press.
4. Clark CW. 1976. Mathematical Bioeconomics: The Optimal Management of Renewable Resources. John Wiley and Sons.

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5. Conrad JM & Clark CW. 1997. Natural Resource Economics: Notes and Problems. Cambridge Univ. Press.
6. Conrad JM. 1999. Resource Economics. Cambridge University Press.
7. Fisher AC. 1981. Resource and Environmental Economics. Cambridge Univ. Press.
8. Prato T. 1998. Natural Resource and Environmental Economics. Iowa State Univ. Press.
9. Sterner T. 2003. Policy Instruments for Environmental and Natural Resource Management. Resources for the Future, Washington DC.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Management of Allied Agricultural Sectors

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABI-003

Objectives:

The objective of this course is to equip the students with tools and techniques of management of allied agricultural sectors.

Learning Outcomes:

After studying the course students will be able to analyze, interpret the methods and techniques of management of allied agricultural sectors.

Course Contents:

Unit-I

Allied Agricultural Activities: Nature, Scope, Scenario in context of India; role in economic development, nature of production, role of technology

Unit-II

Entrepreneurship in allied agricultural activities: Initiatives (public vs. private), viability of entrepreneurship programmes,

Unit-III

Access to markets: domestic and international markets linkages, problems and prospects, role of WTO

Unit-IV

Emergence of value chains in allied agricultural activities: concept, management, impacts on stake holders.

Suggested Readings:

1. Amarnath, J. S., & Samuel, A. D. V. (2008). *Agri-business Management*. Satish Serial Pub.
2. Bhattacharyya, S. (Ed.). (2013). *Two Decades of Market Reform in India: Some Dissenting Views*. Anthem Press.
3. Ghosh, A. (2005). *Capital Formation and Entrepreneurship in Indian Agriculture*. Concept Publishing Company.
4. Gite, L. P., & Singh, G. (1997). *Ergonomics in agricultural and allied activities in India*. Central Institute of Agricultural Engineering.
5. Khachatryan, A. (2006). *Market Access and Aggregate Crop Productivity in India* (Vol. 80). Margraf.

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Inter-Disciplinary Courses

(For students of other Centres)

Course Name: Essentials of Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABO-101

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.

Learning Outcomes:

The objectives of this course are to develop the participants' basic analytical skills, conceptual abilities and substantive knowledge in to built foundations 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. Harold, K. and Weirich, H. Management – A Global Perspective. McGraw Hill Education, 11th edition, 2005
2. Stoner James A.F., R. Edward Freeman, Daniel R. Gilbert Jr.: Management, Pearson Education, 6th edition

CENTRAL UNIVERSITY OF PUNJAB, BATHINDA

Course Name: Agricultural Development and Management

L	T	P	Credits	Marks
2	0	0	2	100

Course Code: ABO-201

Objectives:

The objective of this course is to equip the students with tools and techniques of agricultural development and management.

Learning Outcomes:

After studying the course students will be able to analyze, interpret the methods and techniques of agricultural development and management.

Course Contents:

Unit-I

Agricultural Development in India: Pre- and Post- Green Revolution Period, land reforms, development under different Five Year Plans.

Unit-II

Intervention of government in agricultural development: Subsidies (input/output), PDS, MSP, finance, cooperative marketing, MGNREGA.

Unit-III

Problems in agricultural development: Macro analysis (structural), Micro (land, inputs, environment); role of middlemen, risk and uncertainty in production.

Unit-IV

Managing Agriculture: role of agri-business, linking farmers with new markets, diversifying agriculture.

Suggested Readings:

1. Bhalla, G. S., and Singh, G. (2001). Indian agriculture: four decades of development. New Delhi, India: Sage Publications.
2. Bhalla, G. S., and Tyagi, D. S. (1989). Spatial pattern of agricultural development in India. Economic and Political Weekly, A46-A5.
3. Lekhi, R. K. And Singh, J. (2006). Agricultural Economics. Ludhiana: Kalyani Publishers.
4. Maheshwari, S. (1985). Rural development in India: a public policy approach. New Delhi, India: Sage Publications.
5. Reddy, S.S., Ram, PR, Sastry, TVN, Devi, IB (2004). Agricultural Economics. New Delhi, India: Oxford and IBH Publishing Co. Pvt. Ltd.
6. Shah, C. H. (1979). Agricultural development of India: policy and problems. Bombay, India: Orient Longman.

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7. Singh, R. B. (2000). Environmental consequences of agricultural development: a case study from the Green Revolution state of Haryana, India. *Agriculture, ecosystems & environment*, 82(1), 97-103.