

**CENTRAL UNIVERSITY OF PUNJAB, BATHINDA**



**M.B.A. (Agribusiness)**

**Session 2018-20 Onwards**

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

**Course Structure of MBA (Agribusiness) (Under Credit based system)**

Course Code	Nature of course	Course Title	Hours/ week			Credits
			L	T	P	
<b>SEMESTER I</b>						
CST.501	CF	Computer Applications	2	0	0	2
CST.502	CF	Computer Applications Practical	2	0	0	2
ABM.506	CF	Quantitative Techniques for Business Decisions	2	0	0	2
ABM.507	C	Marketing Management	3	0	0	3
ABM.508	C	Principles of Management and Organizational Behaviour	3	0	0	3
ABM.509	C	Managerial Economics	3	0	0	3
ABM.510	C	Introductory Accounting for Business	4	0	0	4
ABM.511	C	Agribusiness and Rural Environment	4	0	0	4
ABM.512	IDC	Essentials of Management (IDC)	2	0	0	2
-	EF	Elective Foundation/Value Added	1	0	0	1
<b>Total</b>						<b>24</b>

<b>SEMESTER II</b>						
ABM.521	C	Business Research Methods	4	0	0	4
ABM.522	C	Food and Agriculture Policy	3	0	0	3
ABM.523	C	Financial Management	4	0	0	4
ABM.524	C	Production and Operations Management	3	0	0	3
ABM.525	C	Human Resource Management	2	0	0	2
ABM.526	C	Project Management	2	0	0	2
ABM.527	IDC	Organizational Behaviour (IDC)	2	0	0	2
ABM.591	SBE	Rural Immersion Module*	0	0	4	2
-	EF	Elective Foundation/Value Added	1	0	0	1
<b>Total</b>						<b>23</b>

<b>SEMESTER III</b>						
<b>Course Code</b>	<b>Nature of Course</b>	<b>Course Title</b>	<b>Hours/Week</b>			<b>Credits</b>
			<b>L</b>	<b>T</b>	<b>P</b>	
ABM.551	C	Operations Research	3	0	0	3
ABM.552	C	Strategic Management	3	0	0	3
ABM.553	C	Agricultural Marketing Management	4	0	0	4
-	DE	General Elective I	3	0	0	3
-	DE	General Elective II	3	0	0	3
<b>General Elective Courses (Choose any two)</b>						
ABM.554	DE	Business Analytics	3	0	0	3
ABM.555	DE	Agri-Supply Chain Management	3	0	0	3
ABM.556	DE	International Agribusiness Trade	3	0	0	3
ABM.557	DE	Commodity Markets and Futures Trading	3	0	0	3
ABM.592	SBE	Summer Internship*	0	0	12	6
ABM.543	SBE	Seminar - I	0	0	0	1
<b>Total</b>						<b>23</b>

### SEMESTER IV

ABM.571	C	Agripreneurship Development	2	0	0	2
ABM.572	C	Business Laws and Ethics	3	0	0	3
ABM.573	DEC	Recent Trends in Agribusiness Management – I	0	2	0	2
ABM.574	DEC	Recent Trends in Agribusiness Management – II	0	2	0	2
-	DE	Industry Oriented Elective I	3	0	0	3
-	DE	Industry Oriented Elective II	3	0	0	3
<b>Industry Oriented Elective Courses (Choose any two)</b>						
ABM.575	DE	Food Retail Management	3	0	0	3
ABM.576	DE	Agricultural Input Marketing	3	0	0	3
ABM.577	DE	Management of Contract Farming	3	0	0	3
ABM.578	DE	Agri-Produce Post Harvest Management	3	0	0	3
ABM.544	SBE	Seminar - II	0	0	0	1
ABM.599	SBE	Project*	0	0	2	6
<b>Total</b>						<b>22</b>
<b>Grand Total (24+23+23+22)</b>						<b>92</b>

**C = Core; CF = Compulsory Foundation; DE = Discipline Elective; IDC = Inter Disciplinary Course; EF = Elective Foundation/Value Added; SBE = Skill-Based Elective; DEC = Discipline Enrichment Course**

#### Note

- \*Non-Credit Compulsory Courses.
- 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.
- Rural Immersion Module has to be carried out separately during the Winter Break (After completion of First Semester)
- MOOC – MOOC course of 2 to 4 Credits (in the entire programme) in each semester has to be chosen by the student from SWAYAM website of their choice and interest and on successful completion of this course, students are required to submit the pass certificate of MOOC Course before the declaration of result.
- 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.
- Inter Disciplinary Courses (IDC) are offered to the students of other Department.

**Annexure I**  
**(Detailed course content)**

**Course Name: Computer Applications**  
**Course Code: CST.501**

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

**Objective/Learning Outcome**

Upon successful completion of this course, the student will be able to:

1. Use different operating system and their tools easily.
2. Use word processing software, presentation software, spreadsheet software and latex.
3. Understand networking and internet concepts.
4. Use computers in every field like teaching, industry and research.

**Course Contents:**

**Unit-I**

**(6 hours)**

**Computer Fundamentals:** Introduction to Computer, Input devices, Output Devices, Memory (Primary and Secondary), Concept of Hardware and Software, C.P.U., System bus, Motherboard, Ports and Interfaces, Expansion Cards, Ribbon Cables, Memory Chips, Processors, Software: Types of Software, Operating System, User Interface of popular Operating System, Introduction to programming language, Types of Computer.

**Unit-II**

**(10 hours)**

**Computer Network:** Introduction to Computer Network, Types of Network: LAN, WAN and MAN, Topologies of Network, Internet concept, WWW.

**Word Processing using MS Word:** Text creation and Manipulation; Table handling; Spell check, Hyper-linking, Creating Table of Contents and table of figures, Creating and tracking comments, language setting and thesaurus, Header and Footer, Mail Merge, Different views, Creating equations, Page setting, Printing, Shortcut keys.

**Unit-III**

**(10 hours)**

**Presentation Tool:** Creating Presentations, Presentation views, Working on Slide Transition, Making Notes Pages and Handouts, Drawing and Working with Objects, Using Animations, Running and Controlling a Slide Show, Printing Presentations, Shortcut keys.

**Spread Sheet:** Entering and editing data in cell, Basic formulas and functions, deleting or inserting cells, deleting or inserting rows and columns, printing of Spread Sheet, Shortcut keys.

**Unit-IV**

**(4 hours)**

**Use of Computers in Education and Research:** Data analysis tools, e-Library, Search engines related to research, Research paper editing tools like Latex.

**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.

L	T	P	Cr
2	0	0	2

**Course Name: Quantitative Techniques for Business Decisions****Course Code: ABM 506****Objective/Learning Outcome**

*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****(8 hours)**

Introduction to Statistics, Statistical Survey - Planning and Execution, Basic terms - Units or Individuals - Population or Universe - Sample - Quantitative - Characteristic - Qualitative Characteristic - Variable, Collection of Data - Primary Data - Secondary Data - Pilot survey, Scrutiny and Editing of Data. Classification, Tabulation and Presentation of Data: Frequency and Frequency Distribution, Presentation of Data - Tabulation, Cross Tabs, Diagrams, Graphical Presentation - Histogram.

**Unit II****(7 hours)**

Measures of Central Tendency and Dispersion, Mean, Median, Mode, Dispersion, Range, Quartile deviations, Mean deviation, Standard Deviation - Properties of standard deviation Coefficient of Variance; Theory of Probability - Definition, Basic Terminology, Approaches; Rules of probability - Addition rule - Multiplication rule, Conditional Probability, Steps Involved in Solving Problems on Probability; Random Variables; Theoretical Probability Distributions, Discrete & Continuous probability distribution, Binomial Distribution, Poisson Distribution, Normal Distribution - Standard Normal Distribution

**Unit III****(8 hours)**

Sampling and Sampling Distributions: Introduction, Population and Sample - Universe or Population - Types of Population - Sample, Advantages of Sampling, Errors in Statistics, Measures of Statistical Errors, Types of Sampling - Probability Sampling - Non-Probability Sampling, Determination of Sample Size; Making Statistical Inference, Criteria of a Good Estimator - Unbiasedness - Efficiency - Consistency - Sufficiency, Point Estimates,

Interval Estimates, Confidence Intervals, Determining the Sample Size in Estimation

**Unit IV**

**(7 hours)**

Testing of Hypothesis in Case of Large and Small Samples, Statistical test used for hypothesis, t-Test, Z-test, F-test, Chi-square test, Test of goodness of fit; Correlation analysis, Types of Correlation, Karl Pearson's correlation coefficient, Spearman's Rank Correlation Coefficient , Partial Correlations , Multiple Correlations , Regression - Regression analysis - Regression lines - Regression coefficient , Standard Error of Estimate , Multiple Regression Analysis , Reliability of Estimates , Application of Multiple Regressions

**Suggested Readings**

1. Aczel, A.D. and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill, 2008
2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., and Cochran, J.J., *Quantitative Methods in Business*, Cengage Learning, 2007
3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*, 7th Edition, Homewood, Ill., Irwin 2000
4. Levin, R.I., D.S. Rubin and J.P. Stinson, *Quantitative Approaches to Management*, 2009, McGraw - Hill.
5. Taha, Hamdy A., *Operations Research: An Introduction*, Prentice -Hall of India, 2014
6. Vohra N.D., *Quantitative Techniques in Management*, The McGraw Hill companies, 2010.

**Course Name: Marketing Management****Course Code: ABM 507**

L	T	P	Cr
3	0	0	3

**Objectives/Learning Outcome**

*The objectives of this course are*

*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****(12 hours)**

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****(11 hours)**

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

**Unit – III****(12 hours)**

Factors affecting prices; Pricing Policies and Strategies; Pricing Methods, Types of Distribution Channels; Functions of Channel Members; Channel Management Decisions.

**Unit – IV****(10 hours)**

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



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

**Course Code: ABM 508**

L	T	P	Cr
3	0	0	3

**Objective/Learning Outcome**

*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**

**(12 hours)**

Management-nature, scope, significance and functions, Management theories, Planning, Organizing, Directing, Staffing, Controlling, Reviewing, Budgeting, Management By Objectives (MBO), MBO in India, Decision Making, Delegation of Authority, Organizational Communication, Corporate Social Responsibility (CSR), Knowledge Management, Business Crisis and Crisis Management.

**Unit-II**

**(12 hours)**

Introduction to Organizational Behaviour: An Evidence Based Approach, Environmental Context: Globalization, Diversity and Ethics, Organizational Context: Design and culture, Organizational context: Reward Systems; Cognitive Processes of Organizational Behaviour: Personality, Perception and Employee Attitudes;

**Unit-III**

**(10 hours)**

Motivational Needs, Basic Motivational Processes, Work-Motivation Theories, Processes and Applications; Positive Organizational Behaviour and Psychological Capital; Dynamics of Organizational Behaviour: Business Communications; Stress and Conflict: Coping Strategies for Stress and Conflict, Negotiation Skills: Going beyond Conflict Management; Power and Politics.

**Unit-IV**

**(11 hours)**

Groups and Teams: Nature of Groups, Dynamics of Informal Groups, Dysfunctions of Groups and Teams; Behavioural Performance Management, Principles of Learning: Reinforcement and Punishment, Role of Organizational Rewards Systems; Effective Leadership Process, Traditional and Modern Theoretical Processes and Theories of Leadership, Leadership in New Environment,

**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. John A. Wagner III, J. A. and Hollenbeck, J. R., 2015, Organizational Behaviour, Routledge Taylor & Francis Group, New York.
5. Kolb, D., 1991, Organizational Behaviour: Practical Readings for Management, 5th Englewood Cliffs, New Jersey, PHI.
6. Luthans, F., 2013, Organisational Behaviour, Prentice Hall of India, 12th Edition, New Delhi.
7. Mainiero, L. A. and Tromley C. L., 1985, Developing Management Skill in OB, New Delhi, PHI.
8. Meena Sharma, 2016, Principles of Management, First Edition, Himalaya Publishing House, New Delhi.
9. Neck, C. P., Houghton, J.D. and Murray E.L., 2017, Organizational behavior, Sage Publication India Private Limited.
10. Robbins, S.P. and Vohara, N., 2011, Organisational Behaviour, Pearson Education, New Delhi.

IQAC

**Course Name: Managerial Economics****Course Code: ABM.509**

L	T	P	Cr
3	0	0	3

**Objective/Learning Outcome**

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

**Course Contents****Unit – I (10 hours)**

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

**Unit – II (12 hours)**

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 (12 hours)**

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 (11 hours)**

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. Barwell and Richard, 2016, Macroeconomic policy after the crash: Issues in monetary and fiscal policy, Palgrave Macmillan Publishers, New Delhi.
2. Chauhan, M. S., 201, Micro Economics: A Brief Study. Global Publications, New Delhi.
3. D'Souza, E., 2009, Macroeconomics, Pearson Education, New Delhi.
4. Damodaran, S., 2007, Managerial Economics. Oxford: New Delhi.
5. Gupta G.S., 2014, Macroeconomics – Theory and Applications, Tata McGraw Hill, New Delhi.
6. Gupta S.B., 2009, Monetary Economics: Theory, Policy and Institutions, S. Chand, New Delhi.
7. Shapiro, E., 2013, Macroeconomic Analysis, Galgotia, New Delhi.
8. Vaish, M.C., 2010, Macroeconomic Theory, Vikas Publications, New Delhi.

**Course Name: Introductory Accounting for Business**

**Course Code: ABM 510**

L	T	P	Cr
4	0	0	4

**Objectives/Learning Outcome:** The course aims to acquaint the student with Management accounting tools that are helpful in the process of managerial financial making, and Creation of policy and day to day operation of an organisation.

**Course Contents**

**Unit I**

**(15 hours)**

Financial Accounting: Meaning, Need, Concepts and Conventions; Branches of Accounting, Internal and External Users of Accounting, Accounting Standard, The Double Entry System: Meanings and Scope, Journal, Cash Book, Ledger, Trail Balance, Trading Account, Profit & Loss Account, Balance Sheet, Entries and Adjustment, Introduction of Company Accounts: Forms of Company account as per Companies Act, Inventory valuation and estimation, Depreciation Accounting,

**Unit II**

**(15 hours)**

Management Accounting: Meaning, Function, Scope, Utility, Limitation and Tools of Management Accounting, Analysis of Financial Statement: Ratio Analysis, Common Size Statement, Cash Flow Statement and Fund Flow Statement, Management Audit.

**Unit III**

**(15 hours)**

Cost Accounting: Meaning, Objective, Significance, Classification of Cost, Costing for Material, Labour and Overheads; Marginal Costing and Cost Volume Profit Analysis: Significance, Uses and Limitations; Standard Costing: Meaning, Uses, Limitation and Determination of standard cost, Variance analysis: Material, Labour and Overheads. Responsibility Accounting: Meaning, Significance, Cost, Profit and Investment Centers.

**Unit IV**

**(15 hours)**

Budget and Budgetary Control: Meaning, Uses and Limitation, Budgeting and Profit Planning, Different Types of Budgets and their presentations, Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting.

**Suggested Readings**

1. Bhattacharjee, A. K., 2012, Financial Accounting for Business Management. Prentice Hall India: New Delhi.
2. Bhattacharyya, D., 2017, Management Accounting. . Prentice Hall India: New Delhi.
3. Pandey, I. M. 2014, Management Accounting. Vikas Publishing House, New Delhi.
4. Ramachandran, N. and Kakani, R. K., 2013, Financial Accounting for Management, Tata McGraw-Hill Education Pvt. Ltd. Nodia
5. Rao, T. M. E., 2011, Cost and Management Accounting, New Age Publishers.

**Course Name: Agribusiness and Rural Environment****Course Code: ABM.511**

L	T	P	Cr
4	0	0	4

**Objective/Learning Outcome**

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

**Course Contents****Unit I****(15 hours)**

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. Case Studies.

**Unit II****(15 hours)**

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. Case Studies.

**Unit III****(15 hours)**

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. Case Studies.

**Unit IV****(15 hours)**

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. Case Studies.

**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.

**INTER-DISCIPLINARY COURSE**  
**(For students of other Departments)**

**Course Name: Essentials of Management**

**Course Code: ABM.512**

L	T	P	Cr
2	0	0	2

**Objectives**

*The objectives of this course are 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**

**(8 hours)**

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**

**(7 hours)**

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**

**(8 hours)**

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**

**(7 hours)**

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: Business Research Methods**

**Course Code: ABM.521**

**Objectives/Learning Outcome**

*To acquaint the students with various statistical tools and techniques used to decision making necessary for a manager.*

L	T	P	Cr
4	0	0	4

**Course Contents**

**Unit I**

**(15 hours)**

Introduction, Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study. Research Problem and Formulation of Research Hypotheses; Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.

**Unit II**

**(15 hours)**

Research design; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design, Classification of data; primary & secondary data; Data collection methods; Observation method, Focus Group Discussion, Personal Interview method

**Unit III**

**(15 hours)**

Measurement and Scaling; Nominal, Ordinal, Ratio/Interval scale; Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement, Questionnaire Design, Data Processing: Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data, Testing the hypothesis, Univariate and Bivariate Analysis of Data.

**Unit IV**

**(15 hours)**

Analysis of Variance: Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factor Analysis, Discriminant Analysis, MANOVA, Research Report Writing, Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report-Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing, Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations, Research Ethics.

### **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.

IQAC



**Course Name: Food and Agricultural Policy****Course Code: ABM 522**

L	T	P	Cr
3	0	0	3

**Objectives**

To get the students with different aspects of India's economic policy affecting agribusiness. Food security issues and countering with International organization coping with own country specifications Developing thoughts for developing best farmers marketing context to Indian scenario

**Course Contents****Unit I****(12hours)**

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. Case Studies.

**Unit II****(10 hours)**

Introduction and Importance to Food Security in India, Food Security Act and Reforms in India, Public Distribution System, Targeted Public Distribution System, Case studies

**Unit III****(11 hours)**

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. Case Studies.

**Unit IV****(12 hours)**

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. Case Studies.

**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.

IQAC

**Course Name: Financial Management**

**Course Code: ABM.523**

L	T	P	Cr
4	0	0	4

**Objectives/Learning Outcome:** The course aims to acquaint the student with Financial management knowledge that are helpful in the process of managerial financial decision making, and Creation of policy and day to day operation of an organization.

### **Course Contents**

#### **Unit I**

**(15 hours)**

Introduction to Financial Management, Its meaning, goal and function of Finance, Interface of financial management with other functional areas of a business, Tax environment, financial environment, financial regulation, Time value of money.

#### **Unit II**

**(15 hours)**

Capital Budgeting: Meaning, Significance, Kinds of Capital Budgeting Decisions, Methods of evaluation: ARR, Payback Period, Discounted Payback Period, NPV, IRR, Incremental IRR and Modified IRR; Cost of Capital, Measurement of Cost of Capital; Leverage: Concept, Types of leverage, Financial leverage and Risk; Capital Structure, Determinants of Size, Types and Composition of Capital Structure, capital Structure theories..

#### **Unit III**

**(15 hours)**

Dividend Policy: Meaning, Types and determinants of dividend policy, Working Capital: Concepts and Types, Operating and Cash Cycle, Estimation of required working capital, Financing of Working Capital, Components of Working Capital; Cash Management: Baumol's Model and Miller-Orr Model of Managing Cash; Receivables Management: Dimensions of Credit Policy of a firm and Evaluation of Credit Policies, Credit Analysis; Inventory Management: Classification System, EOQ, Just in Time

#### **Unit III**

**(15 hours)**

Financial Planning for Merger & Acquisition, Hybrid Finance and Lease Finance; Business Financing System in India, Money and Capital Market, Regional and National Financial Institutions; Venture Capital Financing and its Stages, Micro Finance and International Financial Management.

### **Suggested Readings:**

1. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
2. Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning

3. Gitman, L. J., Principles of Managerial Finance, Prentice Hall of India. 2017
4. Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
5. Pandey, I. M., *Financial Management*, Vikas Publishing. 2017
6. Van Horne, James C. and Dhamija, S. *Financial Management and Policy*, Prentice Hall of India. 2017

IQAC

**Course Name: Production and Operations Management****Course Code: ABM.524**

L	T	P	Cr
3	0	0	3

**Objectives/Learning Outcome**

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

**Course Contents****Unit I****(12 hours)**

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****(11 hours)**

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****(12 hours)**

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****(10 hours)**

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.525**

L	T	P	Cr
2	0	0	2

**Objectives/Learning Outcome:**

The objectives of this course are 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**

**(7 hours)**

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

**Unit – II**

**(8 hours)**

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

**Unit – III**

**(8 hours)**

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

**Unit – IV**

**(7 hours)**

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.526**

L	T	P	Cr
2	0	0	2

**Objectives/Learning Outcome:**

To understand 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**

**(7 hours)**

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

**Unit – II**

**(7 hours)**

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

**Unit – III**

**(8 hours)**

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**

**(8 hours)**

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.
4. James E. Austin, 2008, Agroindustrial Project Analysis, Johns Hopkins University Press, California.

**INTER-DISCIPLINARY COURSE**  
**(For students of other Departments)**

**Course Name: Organizational Behaviour**

**Course Code: ABM.527**

L	T	P	Cr
2	0	0	2

**Objectives**

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

**Course Contents:**

**Unit-I**

**(8 hours)**

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

**Unit-II (7 hours)** Group Dynamics, Group Development & Cohesiveness, Developing Teams, Intergroup Relations, Power and Influence of group.

**Unit-III**

**(7 hours)**

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

**Unit-IV**

**(8 hours)**

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

**Suggested Readings**

1. Francis, C., 1993, Organisational Behaviour. Himalaya Publishing House, New Delhi.
2. Fred. L., 2004, Organization Behaviour. TataMcGraw 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, Organisational 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, Organisational Behaviour. Pearson Education, New Delhi.



**Course Name: Rural Immersion Module**  
**Course Code: ABM.591**

L	T	P	Cr
0	0	4	2

**Objectives/Learning Outcome:** 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.

**Course Contents:**

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 village/s and spend a fortnight with the farming community. It is expected that the students shall get exposure to various rural and agricultural practices adopted by the farmers in the village, Gram Panchayat, Cooperative Societies, NGO's, etc., The expenditure incurred during the rural immersion module will be borne by the students themselves. The students will have to submit and present a report about their learning in the village/s.

**Course Name: Operations Research****Course Code: ABM. 551**

L	T	P	Cr
3	0	0	3

**Objectives/Learning Outcome**

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****(12 hours)**

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

**Unit – II****(10 hours)**

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

**Unit – III****(12 hours)**

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

**Unit – IV****(11 hours)**

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: Strategic Management**

**Course Code: ABM.552**

L	T	P	Cr
3	0	0	3

**Objectives/Learning Outcome**

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.

**Course Contents**

**Unit I (12 hours)**

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 (12 hours)**

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 (11 hours)**

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 (10 hours)**

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

**Suggested Readings:**

1. David, Fred R. and David, Forest R., 2017, Strategic management: Concepts and cases, Pearson Education, New Delhi.
2. Thompson Jr., A. A., Peteraf, M. and Gamble, J. E., 2015, Crafting and Executing Strategy. McGraw Hill, Irwin.

3. Gluek, W. F., 2005, Strategic management and Business Policy. New Delhi, Tata McGraw Hills
4. Kazmi, A., 2002, Business Policy and Strategic Management. Tata Mcgraw Hill, 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.

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**Course Name: Agricultural Marketing Management****Course Code: ABM.553**

L	T	P	Cr
4	0	0	4

**Objectives/Learning Outcome**

To give the students an understanding of concept, various policies, strategies and Decisions relating to marketing that can be developed by agribusiness firms.

**Course Contents****Unit I****(15 hours)**

Nature and scope of Agricultural Marketing, New Role of Agricultural Marketing, Differences in Marketing of Agricultural and Manufactured Goods, Markets and Markets Structure in Agriculture, Agricultural Marketing and Development, Producer's Surplus of Agricultural Commodities, Meaning and Types of Producer's Surplus, Commercialization of Indian Agriculture, Scientific Marketing of Farm Products.

**Unit II****(15 hours)**

Meaning and Classification of Marketing Functions, Packaging, Transportation, Grading and Standardization, Storage and Warehousing, Processing and Value Addition, Methods of Buying and Selling in Agricultural Commodities, Price Discovery and Price Determination, Genesis of Agricultural Market Intelligence System in India, Market Information in Agriculture, Information Technology (IT) Applications in Agricultural Marketing.

**Unit III****(15 hours)**

Financing for Marketing, Speculation and Hedging, Commodity Futures Trading, Marketing Infrastructure, Different Marketing Agencies, Institutions and Channels in Agricultural Marketing, Contract Farming, Organized and Unorganized food retail sector, Supply Chain Management in Agriculture, E-retailing, Organic Farming & Sustainable Agriculture

**Unit IV****(15 hours)**

Forms of Government Intervention in Agricultural Marketing System, Regulation of Agricultural Marketing, State Trading, e-NAM, Food Corporation of India (FCI), Buffer Stocking, Procurement and Distribution of Foodgrains, Quality Control in Agricultural Products, Agricultural Marketing Reforms Market Integration, Efficiency, Costs, Margins and Price Spread.

### **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.

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## GENERAL ELECTIVE COURSES

**Course Name: Business Analytics**

**Course Code: ABM.554**

L	T	P	Cr
3	0	0	3

### **Objectives/Learning Outcome**

To gain an understanding to students of How managers use business analytics to formulate and Solve business problems and to support managerial decision making.

### **Course Contents**

#### **Unit-I**

**(12 hours)**

**Business Analytics & Descriptive Analytics:** Business intelligence, Scope of Business Analytics, Data for Business Analytics, Models in Business Analytics, Problem Solving with Analytics; Applications & Challenges in Business Analytics, Visualizing and Exploring Data, Descriptive Statistical Measures, Probability Distributions and Data Modelling, Sampling and Estimation, Statistical Inference.

#### **Unit-II**

**(12 hours)**

**Business Forecasting:** Business Forecasting, Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting, Utility of Business Forecasting, Time Series Analysis , Utility of the Time Series , Components of Time Series, Models for Time Series - Additive model - multiplicative model, Editing of Time Series

#### **Unit-III**

**(10 hours)**

**Predictive Analytics** – Trend Lines and Regression Analysis, Forecasting Techniques, Introduction to Data Mining; Monte Carlo Simulation and Risk Analysis, Application of Predictive Analytics in Marketing and Financial Services

#### **Unit-IV**

**(11 hours)**

**Prescriptive Analytics** – Linear Optimization, Applications of Linear Optimization, Integer Optimization, Decision Analysis; **Analytics in Finance** – Marketing and Financial Analytics, discounted cash flows, profitability analysis, asset performance measurement tools, introduction to Insurance loss models.

### **Suggested Readings**

1. Gert H. N. Laursen, *Business Analytics for Managers: Taking Business Intelligence Beyond Reporting*, John Wiley & Sons, 2010
2. James Evans, *Business Analytics*, Pearson Publication, 2017
3. Jeanne G. Harris and Thomas H. Davenport, *Competing on Analytics: The New Science of Winning*, Harvard Business School Press, 2007
4. S. Christian Albright and Wayne L. Winston, *Business Analytics: Data Analysis and Decision Making*, South-Western College Publishing, 2014

**Course Name: Agri-Supply Chain Management****Course Code: ABM.555**

L	T	P	Cr
3	0	0	3

**Objectives/Learning Outcome**

The course provide understanding to the students regarding 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.

**Course Contents****Unit I****(10 hours)**

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****(12 hours)**

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****(11 hours)**

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****(12 hours)**

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.

IQAC

**Course Name: International Agribusiness Trade**

**Course Code: ABM.556**

L	T	P	Cr
3	0	0	3

**Objectives/Learning Outcome**

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.

**Course Contents**

**Unit I**

**(10 hours)**

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. Competitive environmental forces in global business- Political, Economic, regional economic integration, cultural and human factors

**Unit II**

**(12 hours)**

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, World Financial Environments- Foreign Exchange market; International monetary system; Global Capital Market

**Unit III**

**(11 hours)**

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, export procedures & documentations, Role of ECGC in insurance, Backward linkages towards promotion of food quality and exports in India

**Unit IV**

**(12 hours)**

Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, Issues and challenges encountered by exporters of agri- food products in meeting buyers requirement in different markets, International marketing - market entry methods, international product planning, pricing, promotion, distribution, legal dimensions of international marketing, Strategy and Structure of International Business

### **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*. Addison 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.
9. Matthews, A. (2014). *Food security and WTO domestic support disciplines post-Bali*. *Geneva: International Centre for Trade and Sustainable Development*

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**Course Name: Commodity Markets and Futures Trading****Course Code: ABM.557**

L	T	P	Cr
3	0	0	3

**Objective/Learning Outcome**

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

**Course Contents****Unit – I****(10 hours)**

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****(12 hours)**

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****(12 hours)**

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****(11 hours)**

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

**Suggested Readings**

1. Hull, John C. 2017. Fundamentals of futures and options markets, Boston, Pearson publication.
2. Ram, P. V. and Bala, S. D., 2016, Strategic Financial Management. Snow White Publ.
3. Bomin, C. A., 1990, Agricultural Options: Trading, Risk Management and Hedging. Wiley Publ.
4. Gupta, S.L., 2005, Financial Derivatives. PHI.
5. Sridhar, A. N., 2008, Future and Options. Shroff Publishers and Distributors Pvt. Ltd.

**Course Name: Summer Internship**  
**Course Code: ABM.592**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>
0	0	12	6

**Objective/Learning Outcome:** *The objective of summer internship is to provide opportunities to students to apply their knowledge and skills in real-life work situation through summer projects with prominent Agribusiness companies.*

### **Course Contents**

After the end of the first year, the summer break is designed for the reputed Agribusiness companies to visit Central University of Punjab for absorbing students for summer projects up to 6-8 weeks duration. However, if the student identifies his/her own corporate links and expresses willingness to undergo summer internship in that organization, then he/she can proceed with approval of the competent authority. Most of the projects are focused on critical problems related to future business strategies of the companies. The students will have to submit and present the Summer Internship Report. Besides that every year students will be subjected to Industrial Visits/exposures to the business concerns operating in Agri-Business.

**Course Name: Seminar I**

**Course Code: ABM.543**

<b>L</b>	<b>T</b>	<b>P</b>	<b>Cr</b>
0	1	0	1

**Objectives/Learning Outcome**

To help the students for conveying their own idea in front of audience.  
To help students in understanding a particular topic in more depth and concise form. To improve the presentation skills and command on language of the students.

**Course Contents:**

The course coordinator should make the students learn how to prepare seminar report as well as seminar presentations on a given topic.

The preparation of seminar report on a given topic should be made referring to the literature available in the form of text/reference books, journals, periodicals, magazines, newspaper articles, and web resources.

The students should be encouraged to visit the library as well as computer centre of the University for preparing seminar reports and its power point presentation.

As far as possible the topic of the seminar should relate to current developments in the field.

The seminar report and its presentation should be evaluated by a duly constituted Centre level committee.

**Course Name: Agripreneurship Development****Course Code: ABM.571**

L	T	P	Cr
2	0	0	2

**Objectives/Learning Outcome**

Making the students realise the importance of Agripreneurship, startups and importance in context to global and India level to provide understanding about various government policies, initiatives and to bestow with various successful stories in Agripreneurship and developing relevant skills

**Course Contents****Unit – I****(8 hours)**

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., Case Studies

**Unit – II****(8 hours)**

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. Case Studies

**Unit – III****(7 hours)**

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, Case Studies

**Unit – IV****(7 hours)**

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; Case Studies

**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.

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**Course Name: Business Laws and Ethics**

**Course Code: ABM.572**

L	T	P	Cr
3	0	0	3

### **Objectives/Learning Outcome**

*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**

**(11 hours)**

The Indian Contract Act: Essentials of a valid contract, void agreements, performance of contracts, breach of contract and its remedies, Quasi-Contracts, Sale of Goods Act 1930, Indian Partnership Act 1932

#### **Unit – II**

**(12 hours)**

Companies Act-2013: Incorporation, Commencement of Business, Memorandum and Article of Association, Doctrine of Ultra Vires, Doctrine of Indore Management, Prospectus, Share Capital, Shares, Debentures, Types of companies, Management, Meetings of Company, Mismanagement, Winding-Up of company.

#### **Unit – III**

**(12 hours)**

Negotiable Instruments Act, 1881, Consumer Protection Act, 1986, Food Safety and Standard Act 2006, Industrial Dispute Act, 1947, CSR Act & provisions in India, FPO Act

#### **Unit – IV**

**(10 hours)**

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. Andrew Lidbetter, (1999), Company Investigations and Public Law, Hart Publishing
2. Avtar Singh, (2007), Company Law, Eastern Book Company, Lucknow
3. Bangia, R.K. (2015), Indian Contract Act, Allahabad Law Agency.
4. Consumer Protection Act, 1986 (Bare Act), 2015 Professional Book Publishers.
5. Contract Act, 1872 (Bare Act), 2016, Universal Law Publishing
6. Diwan Paras (2014), Indian contract Act, Allahabad Law Agency.
7. Food Safety and Standard Act 2006, (Bare Act), 2015, Professional Book Publishers.
8. Gulshan, S. S., 2009, Business Law. Excel Books, New Delhi.
9. Industrial Dispute Act, 1947 (Bare Act), 2016, Universal Law Publishing.
10. Kapoor, N. D., 2012, Elements of Company Law. Jain Book Agency, New Delhi.

11. Kuchhal, M.C. and Kuchhal, V., 2013, Business Legislation for Management. Vikas Publishing House Pvt. Ltd.
12. Negotiable Instruments Act, 1881 (Bare Act) , 2015 Universal Law Publishing.
13. Sale of Goods Act,1930 (Bare Act),2015, Professional Book Publishers.
14. Saleem Sheikh & William Rees, (2002), Corporate Governance & Corporate Control, Taylor and Francis, London.
15. Singh Avtar , (2017), Contract & Specific Relief , Eastern Book Company; Twelfth edition (2017) .
16. Smith and Keenan's (2002), Company Law, Harlow: Longman.
17. The Indian Partnership Act, 1932(Bare Act),2016, universal law publisher.
18. Tulsian, P.C. and Tulsian, B., 2015, Busienss Law. TMH, New Delhi.

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**Course Name: Recent Trends in Agribusiness Management –I**  
**Course Code: ABM.573**

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

**Objective/Learning Outcome:** To prepare students for competing at national level examinations such as ICAR, UGC, etc., by focusing on practical orientation through exercises.

Evaluation Criteria:

Mock test schedule will be shared and test will be conducted accordingly. Four mock tests will be conducted in the semester. Each test shall comprise of 50 MCQs of 25% weightage from the syllabus of the competitive examination.

**Unit I (8 hours)**

Importance of agriculture finance; rural credit structure; demand, supply, sources and forms; estimation of credit requirement; credit appraisal – 3Rs and 3 Cs of credit; reforms in agricultural credit policy; innovations in agricultural financing; principles of agricultural financial management; Successes and failures of rural finance co-operative sector in India

**Unit II (7 hours)**

Farm management problems and decisions; Farm management principles; Farm planning and budgeting; risk and uncertainty in Farming; Overview of management of poultry & hatchery, fishery, livestock, feed, seed production, agrochemicals, farm power and machinery, veterinary hospital; floriculture and landscaping businesses

**Unit III (8 hours)**

WTO and its implications for Indian economy in general and agriculture sector in particular; strategy and leadership; total quality management; creating competitive advantage; linkages among subsectors of the agribusiness sector; Trends in production, processing, marketing, exports, policy controls and regulations relevant to agro industries

**Unit IV (7 hours)**

Types of research in management; Use of determinants and matrices in business decisions; Frequency distribution, Measures of central tendency; Measures of variation; Skewness and Kurtosis; correlation and regression; Discriminant and dummy variable analysis; Index numbers; Hypothesis testing; Statistical quality control

**Course Name: Recent Trends in Agribusiness**

**Management –II**

L	T	P	Cr
0	2	0	2

**Course Code: ABM.574**

**Objective/Learning Outcome:** To prepare students for competing at national level examinations such as ICAR, UGC, etc., by focusing on practical orientation through exercises.

**Evaluation Criteria:**

Mock test schedule will be shared and test will be conducted accordingly. Four mock tests will be conducted in the semester. Each test shall comprise of 50 MCQs of 25% weightage from the syllabus of the competitive examination.

**Unit I**

**(8 hours)**

Ethics and Management system, Ethical issues and analysis in Management; Value based organizations; Personal framework for ethical choices; Ethical pressure on individual in organizations; Gender issues; Environmental ethics; Corporate governance and ethics; labour welfare and social security measures; ecological concerns and marketing ethics

**Unit II**

**(7 hours)**

Concept of small businesses; Government policy for promotion of small and tiny enterprise; process of business opportunity identification; Detailed business plan preparation; Managing small enterprise; Planning for growth; sickness in small enterprise; rehabilitation of sick enterprise; New issues in marketing; structuring and managing marketing organisations

**Unit III**

**(8 hours)**

Use of computers in Managerial applications; Technology issues and Data processing in organizations; Information systems; MIS and Decision Making; system analysis and design; Trends in information technology; Internet and Internet based applications; Use of internet as a medium of marketing; Managerial issues in reaching consumers/ organization through internet

**Unit IV**

**(7 hours)**

Recent trends in international marketing and agribusiness; International marketing logistics; International logistical structures; International investment; International credit rating Agencies and implications of their ratings; Technology monitoring; Emerging opportunities for global business; Competitive advantage of nations

## **INDUSTRY ORIENTED ELECTIVE COURSES**

**Course Name: Food Retail Management**

**Course Code: ABM.575**

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

### **Objectives/Learning Outcome**

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**

**(11 hours)**

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**

**(12 hours)**

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**

**(12 hours)**

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**

**(10 hours)**

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, Category Management, Role of supermarkets

### **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.

3. Singh, Sukhpal, 2011. Fresh food retails in India: Organisation and impacts, Allied publishers pvt. Ltd., New Delhi

IQAC

**Course Name: Agricultural Input Marketing**

**Course Code: ABM.576**

L	T	P	Cr
3	0	0	3

**Objective/Learning Outcome**

To give the students an understanding of different marketing concept and marketing system in context of agricultural inputs. Highlighting the importance of Agri- inputs for developing Indian agriculture and role to economy is also integrated with the course.

**Course Contents**

**Unit – I**

**(10 hours)**

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. Marketing channels for different agri- inputs, Competitive marketing strategy and advancement in agricultural marketing, IPRs in agricultural inputs

**Unit – II**

**(11 hours)**

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, Contemporary Promotional activities by various seed companies, Government policies and schemes regarding seed marketing for various stakeholders, Bio inputs and current scenario, Case studies related to seed marketing in India and abroad.

**Unit – III**

**(12 hours)**

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, Different government policies and schemes, Contemporary Promotional activities by various fertilizer companies, Case studies pertaining to fertilizer marketing in India and abroad. Plant Protection Chemicals- Production, export/import, consumption, and marketing system – marketing channels

**Unit – IV**

**(12 hours)**

Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/Equipments, Various government policies and schemes associated with PPCs, Case studies pertaining to PPCs marketing and promotion b public private enterprise in India

**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 Sukhpal, 2004, Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.
4. Singh, A. K. and Pandey, S., 2005. Rural Marketing. New Age.

IQAC



**Course Name: Management of Contract Farming**  
**Course Code: ABM.577**

L	T	P	Cr
3	0	0	3

**Objective/Learning Outcome**

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

**Course Contents**

**Unit I**

**(10 hours)**

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**

**(12 hours)**

Key Preconditions for Successful Contract Farming - Profitable market, Physical and Social Environments, Government support, Inventories of preconditions, Price fixation, Quality & Quantity Defaults; Conflict/dispute resolution

**Unit III (12 hours)** Types of Contract Farming - Centralized Model, Nucleus Estate Model,

Multipartite Model, Informal Model, Intermediary Model; Contracts and their Specifications - Legal framework, Formula, Format, Specifications, Model contract farming act 2018

**Unit IV**

**(11 hours)**

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=0ahUKEwiKlM-yv8vRAhWmKMAKHU2kCkkQFggvMAM&url=http%3A%2F%2Fwww.e-socialsciences.org%2FDownload%2FrepecDownload.aspx%3Ffname%3DDocument11112005460.7734186.pdf%26category%3DArticles%26AId%3D246%26fref%3Drepec&usg=AFQjCNFaadlwGleBnDJOfozIN-STW0YEBg&sig2=fwSdfc1BuH4i-2taWCmAtQ&bvm=bv.144224172,d.c2I>

5. Singh, S., 2005, Political Economy of Contract Farming in India, Allied Pub. Pvt. Ltd.

IQAC

**Course Name: Agri-Produce Post Harvest Management****Course Code: ABM.578**

L	T	P	Cr
3	0	0	3

**Objectives/Learning Outcome**

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

**Course Contents****UNIT I****(11 hours)**

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 II****(12 hours)**

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****(10 hours)**

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

**UNIT IV****(12 hours)**

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: Seminar II**

**Course Code: ABM.544**

L	T	P	Cr
0	1	0	1

**Objectives/Learning Outcome**

To help the students for conveying their own idea in front of audience.  
To help students in understanding a particular topic in more depth and concise form. To improve the presentation skills and command on language of the students.

**Course Contents**

The course coordinator should make the students learn how to prepare seminar report as well as seminar presentations on a given topic.

The preparation of seminar report on a given topic should be made referring to the literature available in the form of text/reference books, journals, periodicals, magazines, newspaper articles, and web resources.

The students should be encouraged to visit the library as well as computer centre of the University for preparing seminar reports and its power point presentation.

As far as possible the topic of the seminar should relate to current developments in the field.

The seminar report and its presentation should be evaluated by a duly constituted Centre level committee.

**Course Name: Project Report**

**Course Code: ABM.599**

L	T	P	Cr
0	0	12	6

**Objective/Learning Outcome:** The objective of Project report is to incorporate special/advanced knowledge regarding contemporary issues in agri-business field.

**Course Contents**

Project work during the programme shall be evaluated as per the University rules for Masters' Degree Programmes.

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