DEPARTMENT OF BUSINESS MANAGEMENT

Degrees

MBA (Agribusiness)
MBA

AGRIBUSINESS MANAGEMENT

Agribusiness Management (MBA)

Core Courses  28
Seminar  01
Supporting Courses  06
Project  10
Elective Courses  20
Compulsory Non-credit courses  06
Summer Training  01(NC)

MBA (Agribusiness)

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<thead>
<tr>
<th>CODE</th>
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<tbody>
<tr>
<td>ABM 501</td>
<td>PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR</td>
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<tr>
<td>ABM 502</td>
<td>AGRIBUSINESS ENVIRONMENT AND POLICY</td>
<td>2+0</td>
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<td>ABM 503</td>
<td>MANAGERIAL ECONOMICS</td>
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<tr>
<td>ABM 504</td>
<td>MANAGERIAL ACCOUNTING AND CONTROL</td>
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<td>ABM 505</td>
<td>COMMUNICATION FOR MANAGEMENT AND BUSINESS</td>
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<tr>
<td>ABM 506</td>
<td>BUSINESS LAWS AND ETHICS</td>
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<td>ABM 507</td>
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<td>ABM 509</td>
<td>FINANCIAL MANAGEMENT</td>
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<td>ABM 510</td>
<td>PRODUCTION AND OPERATIONS MANAGEMENT</td>
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<td>ABM 511</td>
<td>RESEARCH METHODOLOGY IN BUSINESS MANAGEMENT</td>
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<td>ABM 512</td>
<td>PROJECT MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT</td>
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### Seminar and Summer Training

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<td>ABM 595</td>
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### Basic Supporting (Compulsory)

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<tr>
<td>ABM 513</td>
<td>COMPUTERS FOR MANAGERS</td>
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<td>MANAGEMENT INFORMATION SYSTEM</td>
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<tr>
<td>ABM 515</td>
<td>OPERATIONS RESEARCH</td>
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### Project

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<tr>
<td>ABM 599</td>
<td>PROJECT</td>
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### Elective Courses (Specialization)

**1. Agricultural Marketing Management (any five courses) 10**

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<td>AGRICULTURAL MARKETING MANAGEMENT</td>
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<tr>
<td>ABM 526</td>
<td>INTERNATIONAL TRADE AND SUSTAINABILITY GOVERNANCE</td>
<td>2+0</td>
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<td>ABM 529</td>
<td>FOOD RETAIL MANAGEMENT</td>
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<td>ABM 530</td>
<td>MANAGEMENT OF AGRICULTURAL INPUT MARKETING</td>
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<td>ABM 532</td>
<td>AGRI-SUPPLY CHAIN MANAGEMENT</td>
<td>2+0</td>
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<tr>
<td>ABM 539</td>
<td>CONSUMER BEHAVIOUR</td>
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**2. Agribusiness Financial Management (any five courses) 10**

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<td>ABM 527</td>
<td>MANAGEMENT OF AGRI-BUSINESS CO-OPERATIVES</td>
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<td>ABM 532</td>
<td>AGRI-SUPPLY CHAIN MANAGEMENT</td>
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<tr>
<td>ABM 538</td>
<td>MANAGEMENT OF AGRO-INDUSTRIAL PROJECTS</td>
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**3. Farm Business Management (any five courses) 10**

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<tr>
<td>ABM 518</td>
<td>FOOD TECHNOLOGY AND PROCESSING MANAGEMENT</td>
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<td>ABM 519</td>
<td>FERTILISER TECHNOLOGY AND MANAGEMENT</td>
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<td>ABM 520</td>
<td>MANAGEMENT OF AGRO-CHEMICAL INDUSTRY</td>
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<td>ABM 521</td>
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ABM 522  SEED PRODUCTION TECHNOLOGY MANAGEMENT  2+0  I
ABM 523  TECHNOLOGY MANAGEMENT FOR LIVESTOCK PRODUCTS  2+0  I
ABM 524  FRUIT PRODUCTION AND POST HARVEST MANAGEMENT  2+0  II
ABM 525  FARM POWER AND MACHINERY MANAGEMENT  2+0  II
ABM 520  MANAGEMENT OF AGRICULTURAL INPUT MARKETING  2+0  II
ABM 533  MANAGEMENT OF VETERINARY HOSPITAL  2+0  II
ABM 535  MANAGEMENT OF FLORICULTURE AND LANDSCAPING  2+0  II
ABM 531  FEED BUSINESS MANAGEMENT  2+0  II
ABM 534  POULTRY AND HATCHERY MANAGEMENT  2+0  II

*To be completed in companies after the completion of 1st year (6-8 weeks) duration.

** Elective courses will be offered to the students in 2nd year of the programme. Two specializations (10 credit hours each) shall be offered.

**COMPULSORY NON-CREDIT COURSES**
(Compulsory for Master’s programme; Optional for Ph.D. scholars)

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<tr>
<td>PGS 501</td>
<td>LIBRARY AND INFORMATION SERVICES</td>
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<tr>
<td>PGS 502</td>
<td>TECHNICAL WRITING AND COMMUNICATIONS SKILLS</td>
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<tr>
<td>PGS 503 (e-Course)</td>
<td>INTELLECTUAL PROPERTY AND ITS MANAGEMENT IN AGRICULTURE</td>
<td>1+0</td>
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<td>PGS 504</td>
<td>BASIC CONCEPTS IN LABORATORY TECHNIQUES</td>
<td>0+1</td>
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<tr>
<td>PGS 505 (e-Course)</td>
<td>AGRICULTURAL RESEARCH, RESEARCH ETHICS AND RURAL DEVELOPMENT PROGRAMMES</td>
<td>1+0</td>
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<tr>
<td>PGS 506 (e-Course)</td>
<td>DISASTER MANAGEMENT</td>
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</table>
Course Contents

ABM 501 PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR 3

Objective

To acquaint the learner with meaning and concepts of management and organizational behaviour. Focus will be on understanding the concepts, processes, significance, and role of management and organizational behaviour.

Contents

UNIT I

UNIT II

UNIT III
Nature, Scope and Significance of Organizational Behavior; Evolution and Historical Background of Organizational Behavior; Models of Organizational Behaviour, Foundations of individual Behaviour, Diversity, Micro Organizational behavior - Personality, self-concept, self-esteem and Self-Efficacy; Attitudes, Perception.

UNIT IV
Motivation- Types of motivation. Theories of motivation, Applications of motivation. Transactional analysis - Johari window - self fulfilling prophecy, Interpersonal relations - understanding, determinants, and developing; leadership styles and influence process; leadership theories; types of leaders, and effective leader; group dynamics - types of groups, group formation, group decision making, Team Building.

UNIT V
Organizational culture or climate - concept, dimensions, ethos, determinants; Organizational conflicts - concepts, sources, implications, and management; Organizational changes - types, resistances to change, role of change agents.
Suggested Readings


**ABM 502 AGribusiness Environment and Policy**

**Objective**

To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

**Contents**

**UNIT I**
Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro-processing, agricultural marketing, agricultural finance etc. in the country.

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

**UNIT III**
Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

**UNIT IV**
Agribusiness policies - concept and formulation; and new dimensions in Agribusiness environment and policy.

**UNIT V**
Agricultural price and marketing policies; public distribution system and other policies.
Suggested Readings


ABM 503 MANAGERIAL ECONOMICS 3

Objective

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

Contents

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

UNIT II
Demand analysis—meaning, types and determinants of demand; demand function; demand elasticity; demand forecasting - need and techniques.

UNIT III
Production, cost and supply analysis - production function, least-cost input combination, factor productivities and returns to scale; cost concepts, cost-output relationship, short and long-run supply functions.

UNIT IV
Pricing - determinants of price, pricing under different market structures, pricing of joint products, pricing methods in practice, government policies and pricing.

UNIT V
The national income; circular flow of income: consumption, investment and saving; money - functions, demand and supply; inflation; economic growth; business cycles and business policies; business decisions under uncertainty.

Suggested Readings


**ABM 504 MANAGERIAL ACCOUNTING AND CONTROL 1+1**

**Objective**

The objective of this course is to expose the learner to the concept and methods of financial and management accounting. Focus will be on understanding techniques, uses and applications of financial and management accounting.

**Contents**

**UNIT I**
Financial Accounting - meaning, need, concepts and conventions; Branches of Accounting, Internal and External Users of Accounting, Advantages and limitations of financial accounting, Accounting Standards.

**UNIT II**

**UNIT III**

**UNIT IV**

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

Practical
Practical exercises based on above topics.

Suggested Readings


ABM 505 COMMUNICATION FOR MANAGEMENT AND BUSINESS

Objective
The course aims to make students proficient in written as well oral communication. The focus will be on business related communication.

Contents

UNIT I
Introduction to communication, Communication process, Barriers to Communication, Effective Communication, types of communication in organizations viz., Downward, Upward, Horizontal, Static Vs dynamic.

UNIT II
Non-Verbal Communication, Communication through clothes/ colours/space/ symbol, Body language and etiquettes, Interpersonal Communication, Self-concept and communication, Assertive Communication.

UNIT III
Types of business writing viz, News letters, Reports, Folders, Fact Sheets, Press release; Readership and writing style - human aspects of writing.

UNIT IV
Meetings - Planning for meeting, tips for chairing, opening, progress and ending, Behavior of ordinary members, the character of business meeting, Energies for meetings, Group discussions, brain storming sessions and presentations.
UNIT V
Handling personal communication-Letters, dictation, reading, problem solving, listening skills, self-talk, self-reflection, steps to personal creativity, public speaking.

Suggested Readings


ABM 506 BUSINESS LAWS AND ETHICS 2

Objective

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

Contents

UNIT I

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

UNIT III
Essential Commodities Act, APMC Act, Consumer Protection Act, RTI Act, MRTP Act-major provisions and implications.

UNIT IV

UNIT V
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**


**ABM 507  MARKETING MANAGEMENT   3**

**Objective**

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

**Contents**

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

**UNIT II**
Marketing potential and forecasting, Classification of Products; Product Life Cycle; Product Line and Product Mix; Branding, Packaging and labeling.

**UNIT III**
Factors affecting prices; Pricing Policies and Strategies; Pricing Methods.

**UNIT IV**
Types of Distribution Channels; Functions of Channel Members; Channel Management Decisions.

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


**ABM 508 HUMAN RESOURCE MANAGEMENT**

**Objective**

The objective of this course is to expose the learner to the field of human resource management. The focus will be on human resource management practices and their utility for managers.

**Contents**

**UNIT I**

**UNIT II**

**UNIT III**
Performance Appraisal – significance and methods, Compensation management, Wage and Salary Administration-Objective; Wage Fixation; Fringe Benefits, Incentive Payment, bonus, and Profit Sharing.

**UNIT IV**
Industrial Relations - role and status of Trade Unions; Collective Bargaining; Workers’ Participation in Management, Career planning and employee retention.

**UNIT V**
Quality of work life, employee welfare measure, Disputes and grievance handling procedures; Arbitration and Adjudication; Health and Safety of Human Resources; Human Resources accounting, Human Resources outsourcing.

**Suggested Readings**


**ABM 509      FINANCIAL MANAGEMENT      2**

**Objective**

The course aims to make students proficient in concepts and techniques of financial management. Focus will be on developing understanding of the application of financial and investment decisions.

**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**
UNIT IV
Financial planning and Forecasting, Financial planning for mergers and acquisition, Capital Budgeting, Undiscounted and Discounted cash flow methods of Investment Appraisal; Hybrid finance and lease finance.

UNIT V
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


ABM 510 PRODUCTION AND OPERATIONS MANAGEMENT

Objective

The objective of this course is to expose the learner to the field of production and operations management. The focus will be on imparting knowledge of the basic concepts, tools, and functions of production management.

Contents

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

UNIT II
UNIT III

UNIT IV

UNIT V

Suggested Readings


ABM 511 RESEARCH METHODOLOGY IN BUSINESS MANAGEMENT 2+1

Objective

The objective of this course is to develop an understanding of research methodology. The focus will be on process and techniques of research.

Contents

UNIT I
Meaning, objective, types, and process of research: Defining, selecting, and formulation of research problem. Scales of measurement - nominal, ordinal, interval, and ratio scales. Primary and secondary data, sources of data, instruments of data collection, data editing, classification, coding, validation, tabulation, presentation, analysis.

UNIT II

UNIT III
Testing of hypothesis, t, F and Chi-Square tests. Analysis of variance technique (ANOVA), Concepts of Discriminant Analysis, Factor Analysis and Cluster Analysis.

UNIT IV
Importance of sample surveys, sampling from a finite population, estimation of mean and variance and determination of sample size in case of simple random sampling and stratified sampling. Concept of multistage, systematic, and quota sampling.

UNIT V

Practical
Practical exercises based on above topics.

Suggested Readings


ABM 512 PROJECT MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT 2

Objective
The objective of this course is to expose the learner to the fields of project management and entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Contents

UNIT I
Concept, characteristics of projects, types of projects, project identification, and Project life cycle.

UNIT II
Project feasibility - market feasibility, technical feasibility, financial feasibility, and economic feasibility; Social cost-benefit analysis, project risk analysis.

UNIT III
Network Methods: meaning, Network Analysis, requirements for Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation.

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

UNIT V
Entrepreneurship, Significance of entrepreneurship in economic development, qualities of entrepreneur, entrepreneurship development programs and role of various institutions in developing entrepreneurship, Life cycles of new business, environmental factors affecting success of a new business, reasons for the failure and visible problems for business, Developing effective business models, Procedural steps in setting up of an industry.

Suggested Readings


ABM 513 COMPUTER FOR MANAGERS 1+1

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

UNIT I

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

UNIT III
Data and Information – Data Definition, Data Processing Systems, Data Type - Numeric, Alphabetic, Audio, Graphic, and Video and their presentation; Data Processing-introduction to data processing, Computer as a tool for data processing, Data Processing Cycle, Data Processing Techniques; Data Analysis, Data Inputs and Outputs, Data Processing Management, Data Security.

Practical
Introduction to Operating Systems, LAN, WAN, MAN, MS Windows, MS Word, MS Power Point, Email, Internet, Search Engines and use of Statistical Software.

Suggested Readings


Rajaraman V. 2006. *Introduction to Information Technology*. Prentice Hall of India.

ABM 514 MANAGEMENT INFORMATION SYSTEMS  1+1

Objective

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

Contents

Concepts, needs and scope of Management Information System (MIS) in business organization. Information approach to management, Types of management Information

**Practical**
Creation of databases, Development of information system using MS Excel and, MS-Access.

**Suggested Readings**


**ABM 515 OPERATIONS RESEARCH 1+1**

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

**Contents**

**UNIT I**
OR – Objectives and Assumptions; Formulation of Linear Programming problem, Graphic, Simplex method or solving LP problems; and Transportation and transhipment Problems.

**UNIT II**
Artificial variable technique, duality in linear programming and Assignment problem.

**UNIT III**
Waiting Line or Queuing Theory: introduction, queuing system, classification of queuing models, single channel model and multi-channel model (M/M/1 and M/M/s).

**UNIT IV**
Decision Theory: introduction, Preparation of Pay-off table, Maximax, Maximin, Minimax and Laplace Criteria of decision making.

**UNIT V**
Game Theory: Two - Person Zero-Sum Game, Network analysis; PERT and CPM, Simulation: Monte-Carlo technique, simulation and inventory control. Practical: Exercises based on the above topics.

**Practical**
Practical exercises based on above topics.

**Suggested Readings**


**ABM 516  RURAL MARKETING  2**

**Objective**

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

**Contents**

**UNIT I**
Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution.

**UNIT II**
Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.

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

**UNIT IV**
Rural marketing strategy - marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning, product mix, pricing policy and pricing strategy, distribution strategy.

**UNIT V**
Promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.

Suggested Readings


ABM 517 AGRICULTURAL MARKETING MANAGEMENT 2

Objective

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

Contents

UNIT I
Meaning and scope; Agricultural marketing and economic development; Agricultural market structure – meaning, components and dynamics of market structure; marketing strategy – meaning and significance, formulation of marketing strategy; design of marketing mix, market segmentation and targeting.

UNIT II
Approaches to study marketing problems - functional, institutional, commodity and behavioral approaches, Market research - market information and intelligence, Marketing costs and margins - methods of estimation, price spread, marketing efficiency, Regulated markets, Cooperative Marketing,

UNIT III
Pricing policies and practice for agribusiness - determinants of price, objectives of pricing policies and pricing methods.

UNIT IV
Promotional management - advertising planning and execution; sales promotion; grading and standardization.
UNIT V
Distribution management - storage and warehousing and transportation management for agricultural products; marketing agencies/intermediaries – roles and functions; distribution channels involved in agribusiness.

Suggested Readings


ABM 518 FOOD TECHNOLOGY AND PROCESSING MANAGEMENT

Objective

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

Contents

UNIT I
Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.

UNIT II
Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods.

UNIT III
Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management-quality standards, PFA, ISO, etc.

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

Suggested Readings


ABM 519 FERTILIZER TECHNOLOGY AND MANAGEMENT

Objective

The objective of this course is to acquaint the students in latest advances in fertilizer technology management.

Contents

UNIT I
Fertilizer development – concept, scope, need, resource availability; import and export avenues for fertilizer; types of fertilizers, grading and chemical composition, role of fertilizers in agricultural production, production and consumption of fertilizer in India.

UNIT II
Raw material needed, technology and use of straight, complex, liquid and suspension fertilizers. Fertilizer use efficiency.

UNIT III
Production efficiency and capacity utilization; quality control and legal aspects - fertilizer control order; Fertilizer pricing policy.

UNIT IV
Field trials and demonstration. Importance of renewal wastes and their recycling; Scope of biofertilizer; environmental pollution due to fertilizer use.

UNIT V
Testing facilities; constraints in fertilizer use and emerging scenario of fertilizer use; assessment of demand and supply of different fertilizers, fertilizer distribution, fertilizer storage.

**Suggested Readings**


*Fertilizer Control Order* (different years). Fertilizer Association of India, New Delhi.

*Fertilizer Statistics* (different years). Fertilizer Association of India, New Delhi

*Indian Journal of Fertilizers* (different years). Fertilizer Association of India, New Delhi


**ABM 520 MANAGEMENT OF AGRO CHEMICAL INDUSTRY**

**Objective**

To familiarize the students with the agrochemicals, their structure, classification and development and also how to manage the agro-chemical industries.

**Contents**

**UNIT I**
Agro-chemicals: Definition and classification; Basic knowledge of agrochemicals; role and status of agro-chemical industry in India; Pesticides – Classification and Introduction, knowledge of different pesticides.

**UNIT II**
Insecticides – Definition and classification based on (a) Mode of Entry (b) Mode of Action and (c) Chemical Structure with example; Insecticidal formulation; preliminary knowledge of mode of action of insecticides; knowledge of plant protection equipments.

**UNIT III**
Fungicides – Classification and preliminary knowledge of commonly used fungicides; Biomagnifications of pesticides and pesticidal pollution.

**UNIT IV**
Introductory knowledge about development of agro-chemicals; Insecticidal poisoning, symptoms and treatment; Main features of Insecticide Act.

UNIT V
Directorate of Plant Protection, Quarantine and Storage—A brief account of its organizational set up and functions; IPM Concept—Bio-pesticides—Plant products.

Suggested Readings


ABM 521 FARM BUSINESS MANAGEMENT 2

Objective

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

Contents

UNIT I
Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems.

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

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

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

Suggested Readings


ABM 522 SEED PRODUCTION TECHNOLOGY AND MANAGEMENT

Objective

To apprise students regarding principles and efficient management of seed production technology.

Contents

UNIT I
Seed Technology – Role of Seed Technology, Seed Industry in India, National Seed Corporation – Tarai Seed Development Corporation, State Seed Corporations, National Seed Project and State Farms and their role.

UNIT II
Development and Management of Seed Programmes – Seed Village Concept, Basic Strategy of Seed Production and Planning and Organization of Seed Programme; Types of Seed Programme – Nucleus seed, Breeders seed, Foundation seed and Certified seed etc.

UNIT III
Maintenance of genetic purity – Minimum seed certification standard and Management of breeder’s and Nucleus seed; Management of seed testing laboratory and research and development.

UNIT IV
Management of seed processing plant, seed storage management; seed packaging and handling.
UNIT V
Seed Marketing; GM Crop seed, IPR, PBR, Patents and related issues and their impact on developing countries; Statutory intervention in the seed industry; Seed legislation and seed law enforcement, Seed Act; Orientation and visit to seed production farms, seed processing Units, NSC, RSSC, RSSCA and seed testing laboratories.

Suggested Readings


ABM 523 TECHNOLOGY MANAGEMENT FOR LIVESTOCK PRODUCTS

Objective

To impart knowledge about management of livestock products, product development, quality control, preservation and marketing strategies for livestock products.

Contents

UNIT I
Present status of livestock products industry in India – dairy, meat, poultry, skin, hides, wool, etc; Dairy Products - manufacturing technologies of various dairy products and by-product utilization.

UNIT II
Meat and Poultry Products - manufacturing technologies of meat and meat products, egg and poultry products; production processing and utilization of wool and animal by-products.

UNIT III
Plant Management - production planning and control needs and techniques of production control, packaging, preservation and storage system for livestock products; transportation system for domestic markets and international markets.
UNIT IV
Quality control measures during storage and transit; extent of losses during storage and transport, management measures to minimize the loss.

UNIT V
Marketing and distribution of animal products; quality standard for various products; environmental and legal issues involved.

Suggested Readings


Mountney GJ. *Poultry Products Technology*. 2nd Ed. AVI Publ.


ABM 524  FRUIT PRODUCTION AND POST HARVEST MANAGEMENT 2

Objective

To impart knowledge regarding agro-techniques of fruit crops and their post-harvest management.

Contents

UNIT I
World production and horticulture in India; present status of fruit industry in India and emerging scenario.

UNIT II
Management of horticultural crops – establishing an orchard, basic cultural practices, regulation of flowering, fruiting and thinning, protection against insect-pest, weeds: pre- and post-harvest management for quality and shelf life.

**UNIT III**

Post harvest management in horticulture - procurement management, important factors for marketing, standardization and quality control, packaging.

**UNIT IV**

Post harvest management in horticulture - development of fruit-based carbonated drinks, development of dehydrated products from some important fruits, storage of pulp in pouches, essential oils from fruit waste, dehydrated fruits. Market structure and export potential of fruits.

**UNIT V**

Problems in marketing of fruits, and government policy; quality standards for domestic and international trade.

**Suggested Readings**


Horticultural Data Base- National Horticulture Board, Ministry of Agriculture, Govt. of India

FAO- Production Year Book


**ABM 525 FARM POWER AND MACHINERY MANAGEMENT**

**Objective**

To acquaint the students with the farm mechanization status in the country and various techniques for farm machinery management and marketing.
Contents

UNIT I
Various sources of farm power, their availability and utilization; Course Objective, importance and present status, level and the scope of farm mechanization.

UNIT II
Tractor and power tillage industry – model, operational cost, make, capacity, production, present status and future prospects; concept of zero tillage.

UNIT III
Farm machinery selection for different size of farm size and for different agro-climatic conditions; scheduling of farm operations for higher efficiencies, indices of machine performance.

UNIT IV
Cost analysis of operations using different implements, economic performance of machines, optimization of tractor implements system and transport of farm produce.

UNIT V
Agricultural equipments industry – their production, marketing and constraints; establishment of agricultural engineering enterprises (agro service centers, etc.).

Suggested Readings


ABM 526 INTERNATIONAL TRADE AND SUSTAINABILITY GOVERNANCE 2

Objective

To impart knowledge to the students of international trade in agriculture and various provisions under WTO in the new trade regime.

Contents
UNIT I
International trade – basic concepts, WTO and its implications for Indian economy in general and agriculture sector in particular.

UNIT II
TRIPS, TRIMS quotas, anti dumping duties, quantitative and qualitative restrictions, tariff and non-tariff measures, trade liberalization, subsidies, green and red boxes, issues for negotiations in future in WTO; CDMs and carbon trade.

UNIT III
Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India.

UNIT IV
Composition of India’s foreign trade policy; India’s balance of payments; inter regional v/s international trade; tariffs and trade control; exchange rate; the foreign trade multiplier.

UNIT V
Foreign demand, supply side analysis, opportunity cost, trade and factor prices, implications for developing countries, market entry methods, export procedures and documentations.

Suggestive Readings


Economic Survey of India. Ministry of Finance, Govt. of India. (various issues)

HAU 2003. Refresher Course on Technological Interventions to Face WTO Challenges. AAREM and HRD CCS HAU Hisar.

Indian Journal of Agricultural Economics


ABM 527 MANAGEMENT OF AGRIBUSINESS COOPERATIVES

Objective

To provide the students an understanding about the agribusiness cooperative organizations and their management.
Contents

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.

UNIT V
Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.

Suggested Readings


ABM 528 AGRIBUSINESS FINANCIAL MANAGEMENT 2

Objective

To impart trainings to the students regarding various aspects of financial management for agribusiness.
Financial planning and control – assessment of financial requirement of a agribusiness unit; leverage – concept of leverage, financial and operating leverage; factors affecting capital structure, features of an optimal capital structure.

UNIT III
Working capital management – concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.

UNIT IV
Ranking of capital budgeting projects.

UNIT V
Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agro- Industries Corporation, etc in agribusiness financing.

Suggested Readings


ABM 529  FOOD RETAIL MANAGEMENT  2

Objective

The objective of this course is to assist students in understanding the structure and working of food marketing 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.

Contents

UNIT I
Introduction to International Food market, India’s Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.
UNIT II
Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.

UNIT III
4 Ps in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and nonconventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.

UNIT IV
Managing Retail Operations, Managing Retailers’ Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.

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

Suggested Readings


ABM 530 MANAGEMENT OF AGRICULTURAL INPUT MARKETING

Objective

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

Contents

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

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

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

UNIT IV
Plant Protection Chemicals - Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.

UNIT V
Farm Machinery - Production, supply, demand, marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines/implements/Equipments.

Suggested Readings


ABM 531 FEED BUSINESS MANAGEMENT 2

Objective

To acquaint the students with the role and importance of feed industry and the production of feed for livestock and poultry.

Contents
UNIT I
Present status of feed resources; gap between demand and availability of nutrients; status of feed industry in India and world, constraints in the development of Indian feed industry.

UNIT II
Nutrients requirements of livestock and poultry; feed stuff and their origin; scientific storage of feeds and feed ingredients; protection of protein and fat.

UNIT III
Processing of feeds, layout and design of feed plants, feed plant management; feed preparation for fish and pet animals, specialty feeds.

UNIT IV
Importance and preparation of mineral mixture; feed additives and supplements, feed mixing, principles of mixing and compounding of feeds; improving the feeding value of poor quality roughages.

UNIT V
Distribution channels, regulations relating to manufacture and sale of feed stuffs.

Suggested Readings

Gohl BO. 1981. Tropical Feeds. FAO.


Rajgopalan K. Feed Industry Red Book. ZMAG Publication.


ABM 532 AGRI SUPPLY CHAIN MANAGEMENT 2

Objective

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

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

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

UNIT III
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 IV
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 V
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


ABM 533 MANAGEMENT OF VETERINARY HOSPITALS 2

Objective
The objective of this course is to acquaint the students about the designing, planning, organizing, and controlling the veterinary hospitals for optimizing the use of space, capital, skill and other resources.

Contents

UNIT I
Needs, aims and objectives of Veterinary hospitals; the existing and simulated situations under which veterinary hospitals work or are to work.

UNIT II
Designing and planning an ideal hospital; optimizing the use of resources - human, space, equipment, drugs, time, capital, etc.; Materials management and problems, Normal purchase procedure. Receipt; storage and distribution of materials, Cost reduction and scientific inventory control. Information system and materials management performance. Equipment maintenance, condemnation and disposal.

UNIT III
Defining authority, responsibility and accountability of management for optimizing the use of skill, developing and upgrading skills and technology; efficient system of record keeping and accounting; Concept of quality and Total quality management (T.Q.M) Introduction to Veterinary audit, Statistical quality control (S.Q.C.), Quality control Circle (Q.C.C.).

UNIT IV
Hospital information system as an aid to efficient controlling and monitoring; need for financial resources - investment and working capital; Records: Types and Methodology, Reports and Reporting system. Contemporary and need-based methods of accounting; General consideration. Need based information system. Applicability in surveillance and monitoring; planning and policy making; cost control.

UNIT V
Economic functions and quality control system; Animal health Economics: An introduction, Need for financial resources (type and need). Investment planning and working capital; Budgeting and cost cutting (cost control). Legal aspects in the functioning of the hospital.

ABM 534 Poultry and Hatchery Management

Objective

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

UNIT I
Poultry and hatchery industry; role of management in poultry industry.

UNIT II
Planning and establishing a poultry and hatchery unit - location, size and construction; farm and hatchery equipments and physical facilities; organizing and managing a poultry farm and hatchery.

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

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

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

ABM 535 MANAGEMENT OF FLORICULTURE AND LANDSCAPING 2

Objective

The objective of this course is to expose the students with floriculture technology and its Agribusiness implications including international trade.

Contents

UNIT I
Introduction, importance and scope of floriculture industry; Recent advances in floriculture industry.

UNIT II
Evolution of new cultivars; and production technology of ornamental plants; special techniques for forcing of flowers for export.

UNIT III
Drying and dehydration of flowers; response of flowers to environmental conditions; importance and scope of landscape gardening.

UNIT IV
Style of gardening, Aesthetic and Socio-aesthetic planning of old and newly developed towns and cities; commercial cultivation of flower crops (rose, jasmine gladiolus, tuberose, marigold, aster, carnation, gerbera, lilium chrysanthemum; use of plant regulators in flower production.

UNIT V
Extraction, purification and storage of essential oils and perfumes; post harvest changes in cut flowers, storage and packing of cut flowers; determining optimum time of harvesting of flowers for export and home use.

Suggested Readings

Chadha KL and Choudhary B. *Ornamental Horticulture in India*. ICAR.

Grindal EW. *Every Day Gardening in India*. D.B. Tarporevala Sons.

Randhawa GS and Mukhopadhyay A. *Floriculture in India*. Allied Publ.

Randhawa MS. *Beautifying India*. Raj Kamal Publ.

ABM 536 INVESTMENT MANAGEMENT 2

UNIT I
Introduction to Securities, Markets for Securities- nature and function, Risk and Return- Security Returns, Systematic Risk, Unsystematic Risk, Using Beta to Estimate Returns (CAPM)

UNIT II
Evaluation of Shares, Bonds and Debentures, Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis

UNIT III

UNIT IV
Portfolio Analysis- Goals and Objectives, effects of combining securities, Risk and Investor Preferences, Selecting best portfolio, Significance of Beta in the portfolio

Suggested Reading
1. Publication of RBI and Stock Exchange Directories.
2. Investment, Frederic Amling.

ABM 537  RURAL FINANCE

Rural financial environment; Organization of rural credit supply; Credit planning; Savings and deposit mobilization in rural areas; Performance of formal credit; Credit needs at farm/ activity level; financing of working capital and durable investments; Project financing; Financing agricultural inputs distribution; Financing non-farm rural activities; Monitoring and control and recovery of rural credit.

ABM 538 MANAGEMENT OF AGRO-INDUSTRIAL PROJECTS

Covers entire project cycle of an Agro-Industrial Project: Formulation and appraisal of Bankable projects, financing, implementation, and control; Strategy for diversification and growth; Focus on Agro-industrial projects to highlight their unique features; project work on preparation of feasibility reports and implementation, control and monitoring systems for pre-operations and operations stages of Agro-Industrial Projects.

ABM 539 CONSUMER BEHAVIOUR

Introduction to the study of Consumer Behaviour:
Meaning and Definition of CB, Input-Process-Output Model of Consumer Behaviour, Marketing Applications of Consumer Behaviour,

Individual Influences on Consumer Behaviour:
Motivation-Basics of Motivation, Needs, Goals, Motivation Process, Arousal of motives, Selection of goals, Maslow’s Hierarchy of Needs, Frustration and Strategies to overcome frustration

Personality-Basics of Personality, Theories of Personality (Freudian Theory, Neo-Freudian Theory, Trait Theory), Attitude-Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication, (Tri-component Model of attitude, Multiattribute attitude models), Attitude change strategies, (Changing the basic motivational function, Associating the product with a specific group, event, or cause, Resolving two conflicting attitudes, Altering components of the multi-attribute model, Changing beliefs about competitors brands.

External Influences on Consumer Behaviour:
Social Class- Social Class Basics, What is Social Class? (Social class and Social status), Features of Social Class, The measurement of social class (Subjective Measures, Reputations Measures, Objective Measures), Culture - Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.
Sub-culture- Meaning, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

Family and consumption- Types of Families, The changing structure of family, Family Life Cycle, Family decision making and consumption related roles

**Suggested Reading**


Arun Kumar and C. L. Tyagi, Consumer Behaviour, Atlantic, 2004

**ABM 536  INVESTMENT MANAGEMENT  2+0**

**UNIT I**
Introduction to Securities, Markets for Securities- nature and function, Risk and Return- Security Returns, Systematic Risk, Unsystematic Risk, Using Beta to Estimate Returns (CAPM)

**UNIT II**
Evaluation of Shares, Bonds and Debentures, Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis

**UNIT III**

**UNIT IV**
Portfolio Analysis- Goals and Objectives, effects of combining securities, Risk and Investor Preferences, Selecting best portfolio, Significance of Beta in the portfolio

**Suggested Reading**

5. Publication of RBI and Stock Exchange Directories.
ABM-537  Rural Finance  2+0
Rural financial environment; Organization of rural credit supply; Credit planning; Savings and deposit mobilization in rural areas; Performance of formal credit; Credit needs at farm/activity level; financing of working capital and durable investments; Project financing; Financing agricultural inputs distribution; Financing non-farm rural activities; Monitoring and control and recovery of rural credit.

ABM-538  Management of Agro-Industrial Projects  2+0
Covers entire project cycle of an Agro-Industrial Project: Formulation and appraisal of Bankable projects, financing, implementation, and control; Strategy for diversification and growth; Focus on Agro-industrial projects to highlight their unique features; project work on preparation of feasibility reports and implementation, control and monitoring systems for pre-operations and operations stages of Agro-Industrial Projects.

AGRI-BUSINESS MANAGEMENT

List of Journals
• Agribusiness – An International Journal
• Decision
• Harvard Business Review
• Indian Cooperative Review
• Indian Journal of Agricultural Economics
• Indian Journal of Agricultural Marketing
• Indian Journal of Finance
• Indian Journal of Marketing
• Indian Management
• Indian Management Studies Journal
• Journal of Agri-business
• Journal of Marketing Management
• Journal of Marketing Research
• Journal of Sales Management
• Management Review
• Prabandhan
• Vikalpa

e- Resources
• www.pearsoned.com (Pearson Education Publication)
• www.aima-ind.org (All India Management Association)
• www.oup.com (Oxford University Press)
COMPULSORY NON-CREDIT COURSES
(Compulsory for Master’s programme; Optional for Ph.D. scholars)

PGS 501 LIBRARY AND INFORMATION SERVICES  0+1

Objective

To equip the library users with skills to trace information from libraries efficiently, to apprise them of information and knowledge resources, to carry out literature survey, to formulate information search strategies, and to use modern tools (Internet, OPAC, search engines etc.) of information search.

Practical

Introduction to library and its services; Role of libraries in education, research and technology transfer; Classification systems and organization of library; Sources of information- Primary Sources, Secondary Sources and Tertiary Sources; Intricacies of abstracting and indexing services (Science Citation Index, Biological Abstracts, Chemical Abstracts, CABI Abstracts, etc.); Tracing information from reference sources; Literature survey; Citation techniques/Preparation of bibliography; Use of CD-ROM Databases, Online Public Access Catalogue and other computerized library services; Use of Internet including search engines and its resources; e-resources access methods.
PGS 502 TECHNICAL WRITING AND COMMUNICATIONS SKILLS 0+1

Objective

To equip the students/scholars with skills to write dissertations, research papers, etc. To equip the students/scholars with skills to communicate and articulate in English (verbal as well as writing).

Practical

**Technical Writing** - Various forms of scientific writings- theses, technical papers, reviews, manuals, etc; Various parts of thesis and research communications (title page, authorship contents page, preface, introduction, review of literature, material and methods, experimental results and discussion); Writing of abstracts, summaries, précis, citations etc.; commonly used abbreviations in the theses and research communications; illustrations, photographs and drawings with suitable captions; pagination, numbering of tables and illustrations; Writing of numbers and dates in scientific write-ups; Editing and proof-reading; Writing of a review article.

**Communication Skills** - Grammar (Tenses, parts of speech, clauses, punctuation marks); Error analysis (Common errors); Concord; Collocation; Phonetic symbols and transcription; Accentual pattern: Weak forms in connected speech: Participation in group discussion: Facing an interview; presentation of scientific papers.

Suggested Readings


PGS 503 (e-Course)  INTELLECTUAL PROPERTY AND ITS MANAGEMENT IN AGRICULTURE 1+0

Objective
The main objective of this course is to equip students and stakeholders with knowledge of intellectual property rights (IPR) related protection systems, their significance and use of IPR as a tool for wealth and value creation in a knowledge-based economy.

Theory
Historical perspectives and need for the introduction of Intellectual Property Right regime; TRIPs and various provisions in TRIPS Agreement; Intellectual Property and Intellectual Property Rights (IPR), benefits of securing IPRs; Indian Legislations for the protection of various types of Intellectual Properties; Fundamentals of patents, copyrights, geographical indications, designs and layout, trade secrets and traditional knowledge, trademarks, protection of plant varieties and farmers’ rights and biodiversity protection; Protectable subject matters, protection in biotechnology, protection of other biological materials, ownership and period of protection; National Biodiversity protection initiatives; Convention on Biological Diversity; International Treaty on Plant Genetic Resources for Food and Agriculture; Licensing of technologies, Material transfer agreements, Research collaboration Agreement, License Agreement.

Suggested Readings


**PGS 504 BASIC CONCEPTS IN LABORATORY TECHNIQUES  0+1**

**Objective**

To acquaint the students about the basics of commonly used techniques in laboratory.

**Practical**

Safety measures while in Lab; Handling of chemical substances; Use of burettes, pipettes, measuring cylinders, flasks, separatory funnel, condensers, micropipettes and vaccupets; washing, drying and sterilization of glassware; Drying of solvents/chemicals. Weighing and preparation of solutions of different strengths and their dilution; Handling techniques of solutions; Preparation of different agro-chemical doses in field and pot applications; Preparation of solutions of acids; Neutralisation of acid and bases; Preparation of buffers of different strengths and pH values. Use and handling of microscope, laminar flow, vacuum pumps, viscometer, thermometer, magnetic stirrer, micro-ovens, incubators, sandbath, waterbath, oilbath; Electric wiring and earthing. Preparation of media and methods of sterilization; Seed viability testing, testing of pollen viability; Tissue culture of crop plants; Description of flowering plants in botanical terms in relation to taxonomy

**Suggested Readings**


**PGS 505(e-Course) AGRICULTURAL RESEARCH, RESEARCH ETHICS AND RURAL DEVELOPMENT PROGRAMMES  1+0**

**Objective**
To enlighten the students about the organization and functioning of agricultural research systems at national and international levels, research ethics, and rural development programmes and policies of Government.

Theory

UNIT I
History of agriculture in brief; Global agricultural research system: need, scope, opportunities; Role in promoting food security, reducing poverty and protecting the environment; National Agricultural Research Systems (NARS) and Regional Agricultural Research Institutions; Consultative Group on International Agricultural Research (CGIAR): International Agricultural Research Centres (IARC), partnership with NARS, role as a partner in the global agricultural research system, strengthening capacities at national and regional levels; International fellowships for scientific mobility.

UNIT II
Research ethics: research integrity, research safety in laboratories, welfare of animals used in research, computer ethics, standards and problems in research ethics.

UNIT III
Concept and connotations of rural development, rural development policies and strategies. Rural development programmes: Community Development Programme, Intensive Agricultural District Programme, Special group – Area Specific Programme, Integrated Rural Development Programme (IRDP), Panchayati Raj Institutions, Cooperatives, Voluntary Agencies/Non-Governmental Organisations. Critical evaluation of rural development policies and programmes. Constraints in implementation of rural policies and programmes.

Suggested Readings


Punia MS. Manual on International Research and Research Ethics. CCS, Haryana Agricultural University, Hisar.


PGS 506 (e-Course)  DISASTER MANAGEMENT  1+0

Objectives
To introduce learners to the key concepts and practices of natural disaster management; to equip them to conduct thorough assessment of hazards, and risks vulnerability; and capacity building.

Theory

UNIT I

UNIT II
Man Made Disasters- Nuclear disasters, chemical disasters, biological disasters, building fire, coal fire, forest fire. Oil fire, air pollution, water pollution, deforestation, Industrial wastewater pollution, road accidents, rail accidents, air accidents, sea accidents.

UNIT III
Disaster Management- Efforts to mitigate natural disasters at national and global levels. International Strategy for Disaster reduction. Concept of disaster management, national disaster management framework; financial arrangements; role of NGOs, Community-based organizations, and media. Central, State, District and local Administration; Armed forces in Disaster response; Disaster response: Police and other organizations.

Suggested Readings


## MBA

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### Course Structure – at a Glance

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<tr>
<td>BM 506</td>
<td>BUSINESS LAWS AND ETHICS</td>
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<tr>
<td>BM 507</td>
<td>MARKETING MANAGEMENT</td>
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<tr>
<td>BM 508</td>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<td>BM 509</td>
<td>FINANCIAL MANAGEMENT</td>
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<tr>
<td>BM 510</td>
<td>PRODUCTION AND OPERATIONS MANAGEMENT</td>
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<tr>
<td>BM 511</td>
<td>RESEARCH METHODOLOGY IN BUSINESS MANAGEMENT</td>
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<tr>
<td>BM 512</td>
<td>PROJECT MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT</td>
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<tr>
<th>CODE</th>
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<tr>
<td>BM 591</td>
<td>MASTER’S SEMINAR</td>
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<tr>
<td>BM 595</td>
<td>SUMMER TRAINING/ INDUSTRIAL ATTACHMENT*</td>
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<th>CODE</th>
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<tr>
<td>BM 513</td>
<td>COMPUTERS FOR MANAGERS</td>
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<td>BM 514</td>
<td>MANAGEMENT INFORMATION SYSTEM</td>
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<tr>
<td>BM 515</td>
<td>OPERATIONS RESEARCH</td>
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**Total-28**  
**Total-6**
**Elective Courses (Specialization)**

<table>
<thead>
<tr>
<th>1. Marketing Management (any five courses)</th>
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<tbody>
<tr>
<td>BM 516 SALES AND DISTRIBUTION MANAGEMENT</td>
<td>2+0</td>
</tr>
<tr>
<td>BM 517 PRODUCT AND ADVERTISING MANAGEMENT</td>
<td>3+0</td>
</tr>
<tr>
<td>BM 518 EXPORT MANAGEMENT</td>
<td>3+0</td>
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<tr>
<td>BM 519 CONSUMER BEHAVIOUR</td>
<td>2+0</td>
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<tr>
<td>BM 529 RURAL MARKETING</td>
<td>2+0</td>
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<table>
<thead>
<tr>
<th>2. Financial Management (any five courses)</th>
<th>10</th>
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</thead>
<tbody>
<tr>
<td>BM 520 ADVANCED WORKING CAPITAL MANAGEMENT</td>
<td>3+0</td>
</tr>
<tr>
<td>BM 521 MANAGEMENT OF FINANCIAL INSTITUTIONS</td>
<td>2+0</td>
</tr>
<tr>
<td>BM 522 INVESTMENT MANAGEMENT</td>
<td>2+0</td>
</tr>
<tr>
<td>BM 523 MANAGEMENT CONTROL SYSTEMS</td>
<td>3+0</td>
</tr>
<tr>
<td>BM 528 FINANCIAL ENGINEERING</td>
<td>2+0</td>
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<tr>
<th>3. Human Resource Management (any five courses)</th>
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<tbody>
<tr>
<td>BM 524 INDUSTRIAL RELATIONS</td>
<td>2+0</td>
</tr>
<tr>
<td>BM 525 INDUSTRIAL AND LABOUR LAWS</td>
<td>3+0</td>
</tr>
<tr>
<td>BM 526 HUMAN RESOURCE DEVELOPMENT</td>
<td>2+0</td>
</tr>
<tr>
<td>BM 527 INDUSTRIAL PSYCHOLOGY</td>
<td>3+0</td>
</tr>
<tr>
<td>BM 530 COMPETENCY MAPPING AND PLANNING</td>
<td>2+0</td>
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</tbody>
</table>

*To be completed in companies after the completion of 1st year (6-8 weeks) duration.

** Elective courses will be offered to the students in 2nd year of the programme. Two specializations (10 credit hours each) shall be offered.

**COMPULSORY NON-CREDIT COURSES**
(Compulsory for Master’s programme in all disciplines; Optional for Ph.D. scholars)

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<tr>
<th>CODE</th>
<th>COURSE TITLE</th>
<th>CREDITS</th>
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<tbody>
<tr>
<td>PGS 501</td>
<td>LIBRARY AND INFORMATION SERVICES</td>
<td>0+1</td>
</tr>
<tr>
<td>PGS 503</td>
<td>INTELLECTUAL PROPERTY AND ITS MANAGEMENT IN AGRICULTURE</td>
<td>1+0</td>
</tr>
<tr>
<td>PGS 506</td>
<td>DISASTER MANAGEMENT</td>
<td>1+0</td>
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</table>
Course Contents

BM 501 PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR 3

Objective

To acquaint the learner with meaning and concepts of management and organizational behaviour. Focus will be on understanding the concepts, processes, significance, and role of management and organizational behaviour.

Contents

UNIT I

UNIT II

UNIT III
Nature, Scope and Significance of Organizational Behavior; Evolution and Historical Background of Organizational Behavior; Models of Organizational behaviour, Foundations of individual Behaviour, Diversity, Micro Organizational behavior - Personality, self-concept, self-esteem and Self-Efficacy; Attitudes, Perception.

UNIT IV
Motivation- Types of motivation. Theories of motivation, Applications of motivation. Transactional analysis - Johari window - self fulfilling prophecy, Interpersonal relations - understanding, determinants, and developing; leadership styles and influence process; leadership theories; types of leaders, and effective leader; group dynamics - types of groups, group formation, group decision making, Team Building.

UNIT V
Organizational culture or climate - concept, dimensions, ethos, determinants; Organizational conflicts - concepts, sources, implications, and management; Organizational changes - types, resistances to change, role of change agents.

**Suggested Readings**


**BM 502 BUSINESS ENVIRONMENT AND POLICY**

**Objective**

To expose learners to the environment in which the business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on business.

**Contents**

**UNIT I**

**UNIT II**
State and Markets, Changing Government – Business Relationship, Liberalization and Globalization.; Foreign direct Investment and technology of transfer issues

**UNIT III**

**UNIT IV**
Business and Politics in India, Technological Environment, Patenting Laws-National and International

**UNIT V**
Multinational Corporations, Public Sector and Privatization, Attracting Foreign Investment, MNC’s and Nation States, WTO.

Suggested Readings


Bagechi, Amaresh (Ed.) Debts, Deficits and Taxation in India’s Government.


BM 503 MANAGERIAL ECONOMICS 3

Objective

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

Contents

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

UNIT II
Demand analysis - meaning, types and determinants of demand; demand function; demand elasticity; demand forecasting - need and techniques.

UNIT III
Production, cost and supply analysis - production function, least-cost input combination, factor productivities and returns to scale; cost concepts, cost-output relationship, short and long-run supply functions.
UNIT IV
Pricing - determinants of price, pricing under different market structures, pricing of joint products, pricing methods in practice, government policies and pricing.

UNIT V
The national income; circular flow of income: consumption, investment and saving: money - functions, demand and supply; inflation; economic growth; business cycles and business policies; business decisions under uncertainty.

Suggested Readings


**BM 504 MANAGERIAL ACCOUNTING AND CONTROL  1+1**

**Objective**

The objective of this course is to expose the learner to the concept and methods of financial and management accounting. Focus will be on understanding techniques, uses and applications of financial and management accounting.

**Contents**

**UNIT I**
Financial Accounting - meaning, need, concepts and conventions; Branches of Accounting, Internal and External Users of Accounting, Advantages and limitations of financial accounting, Accounting Standards.

**UNIT II**
UNIT III

UNIT IV

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

Practical
Practical exercises based on above topics.

Suggested Readings


BM 505 COMMUNICATION FOR MANAGEMENT AND BUSINESS

Objective
The course aims to make students proficient in written as well oral communication. The focus will be on business related communication.

Contents

UNIT I
Introduction to communication, Communication process, Barriers to Communication, Effective Communication, types of communication in organizations viz., Downward, Upward, Horizontal, Static Vs dynamic.
UNIT II
Non-Verbal Communication, Communication through clothes/ colours/space/ symbol, Body language and etiquettes, Interpersonal Communication, Self-concept and communication, Assertive Communication.

UNIT III
Types of business writing viz., News letters, Reports, Press release; Readership and writing style - human aspects of writing.

UNIT IV
Meetings - Planning for meeting, tips for chairing, opening, progress and ending, Behavior of ordinary members, the character of business meeting, Energies for meetings, Group discussions, brain storming sessions and presentations.

UNIT V
Handling personal communication - Letters, dictation, reading, problem solving, listening skills, self-talk, self - reflection, steps to personal creativity, public speaking.

Suggested Readings


BM 506 BUSINESS LAWS AND ETHICS 2

Objective

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

Contents

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

UNIT III
Essential Commodities Act, APMC Act, Consumer Protection Act, RTI Act, MRTP Act-major provisions and implications.

UNIT IV

UNIT V
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


BM 507 MARKETING MANAGEMENT 3

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

Contents

UNIT I
The Concept of Marketing Management; Concept of Marketing Environment; Marketing Mix, Strategic Marketing, Market Segmentation, Targeting, and Positioning; Marketing Information System.

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

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

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

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

Suggested Readings


BM 508 HUMAN RESOURCE MANAGEMENT 2

Objective
The objective of this course is to expose the learner to the field of human resource management. The focus will be on human resource management practices and their utility for managers.

Contents

UNIT I

UNIT II
UNIT III
Performance Appraisal – significance and methods, Compensation management, Wage and Salary Administration - Objective; Wage Fixation; Fringe Benefits, Incentive Payment, bonus, and Profit Sharing.

UNIT IV
Industrial Relations - role and status of Trade Unions; Collective Bargaining; Workers’ Participation in Management, Career planning and employee retention.

UNIT V
Quality of work life, employee welfare measure, Disputes and grievance handling procedures; Arbitration and Adjudication; Health and Safety of Human Resources; Human Resources accounting, Human Resources outsourcing.

Suggested Readings

BM 509 FINANCIAL MANAGEMENT

Objective
The course aims to make students proficient in concepts and techniques of financial management. Focus will be on developing understanding of the application of financial and investment decisions.

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**

**UNIT IV**
Financial planning and Forecasting, Financial planning for mergers and acquisition, Capital Budgeting, Undiscounted and Discounted cash flow methods of Investment Appraisal; Hybrid finance and lease finance.

**UNIT V**
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**


**BM 510 PRODUCTION AND OPERATIONS MANAGEMENT**

**Objective**

The objective of this course is to expose the learner to the field of production and operations management. The focus will be on imparting knowledge of the basic concepts, tools, and functions of production management.
Contents

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

UNIT II

UNIT III

UNIT IV

UNIT V

Suggested Readings


BM 511 RESEARCH METHODOLOGY IN BUSINESS MANAGEMENT  2+1

Objective

The objective of this course is to develop an understanding of research methodology. The focus will be on process and techniques of research.

Contents
UNIT I
Meaning, objective, types, and process of research; Defining, selecting, and formulation of research problem. Scales of measurement - nominal, ordinal, interval, and ratio scales. Primary and secondary data, sources of data, instruments of data collection, data editing, classification, coding, validation, tabulation, presentation, analysis.

UNIT II

UNIT III
Testing of hypothesis, t, F and Chi-Square tests. Analysis of variance technique (ANOVA), Concepts of Discriminant Analysis, Factor Analysis and Cluster Analysis.

UNIT IV
Importance of sample surveys, sampling from a finite population, estimation of mean and variance and determination of sample size in case of simple random sampling and stratified sampling. Concept of multistage, systematic, and quota sampling.

UNIT V

Practical
Practical exercises based on above topics.

Suggested Readings


BM 512 PROJECT MANAGEMENT AND ENTREPRENEURSHIP DEVELOPMENT 2

Objective
The objective of this course is to expose the learner to the fields of project management and entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

**Contents**

**UNIT I**
Concept, characteristics of projects, types of projects, project identification, and Project life cycle.

**UNIT II**
Project feasibility - market feasibility, technical feasibility, financial feasibility, and economic feasibility; Social cost-benefit analysis, project risk analysis.

**UNIT III**
Network Methods: meaning, Network Analysis, requirements for Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation.

**UNIT IV**
Financial appraisal/evaluation techniques - discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Pay back period, Project implementation; Cost over run, Project control and information system.

**UNIT V**
Entrepreneurship, Significance of entrepreneurship in economic development, qualities of entrepreneur, entrepreneurship development programs and role of various institutions in developing entrepreneurship, Life cycles of new business, environmental factors affecting success of a new business, reasons for the failure and visible problems for business, Developing effective business models, Procedural steps in setting up of an industry.

**Suggested Readings**


BASIC SUPPORTING (COMPULSORY)

BM 513 COMPUTERS FOR MANAGERS  1+1

Objective

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

Contents

UNIT I

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

UNIT III
Data and Information – Data Definition, Data Processing Systems, Data Type - Numeric, Alphabetic, Audio, Graphic, and Video and their presentation; Data Processing-introduction to data processing, Computer as a tool for data processing, Data Processing Cycle, Data Processing Techniques; Data Analysis, Data Inputs and Outputs, Data Processing Management, Data Security.

Practical
Introduction to Operating Systems, LAN, WAN, MAN, MS Windows, MS Word, MS Power Point, Email, Internet, Search Engines and use of Statistical Software.

Suggested Readings


Rajaraman V. 2006. *Introduction to Information Technology*. Prentice Hall of India.
BM 514 MANAGEMENT INFORMATION SYSTEMS 1+1

Objective

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

Contents


Practical

Creation of databases, Development of information system using MS Excel and, MS-Access.

Suggested Readings


BM 515 OPERATIONS RESEARCH 1+1

Objective

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

Contents

UNIT I
OR – Objectives and Assumptions; Formulation of Linear Programming problem, Graphic, Simplex method or solving LP problems; and Transportation and transhipment Problems.

UNIT II
Artificial variable technique, duality in linear programming and Assignment problem.

UNIT III
Waiting Line or Queuing Theory: introduction, queuing system, classification of queuing models, single channel model and multi-channel model (M/M/1 and M/M/s).

UNIT IV
Decision Theory: Introduction, Preparation of Pay-off table, Maximax, Maximin, Minimax and Laplace Criteria of decision making.

UNIT V
Game Theory: Two - Person Zero-Sum Game, Network analysis; PERT and CPM, Simulation: Monte-Carlo technique, simulation and inventory control.

Practical
Practical exercises based on above topics.

Suggested Readings


BM 516  SALES AND DISTRIBUTION MANAGEMENT

Contents

Sales Management
Objective and scope of sales management, Setting up a sales territories, Recruiting and selection of sales force, Training of sales personnel, Motivating sales people, Sales force compensation, Sales quotas, Evaluating Sales Force Performance and Controlling Sales activities (Sales Records and Reporting Systems)

Distribution Management
Marketing Channels – Definition and Importance - Different levels of channels-Functions of Marketing Channels, Channel Management - Channel Selection Process and criteria –
Performance appraisal of Channel Members - Channel Conflicts and Techniques to resolve channel conflicts
Physical distribution - Definition, Importance – Inter-relationship of Transportation, Warehousing and Inventory Control in physical distribution

Suggested Reading


Tapan Panda and Sunil Sahadev, Sales and Distribution Management, Oxford University Press, 2005

BM 517 PRODUCT AND ADVERTISING MANAGEMENT

UNIT I
Product Management:
Basic concepts; Product Planning system; Product Management Process

UNIT II
Advertising Campaign Planning and execution
Measuring Advertising Effectiveness Definitions and techniques; Advertising research – Role and trends; Advertising creativity campaign planning and execution; Advertising Campaign Planning - strategic considerations, creative considerations; Planning communication Strategy

Unit III
Media Planning concepts
Internet as an Emerging Advertising medium; Media selection, planning and scheduling; Media concepts, characteristics and issues in media planning.

UNIT IV
Strategies for advertising Agencies
Legal and Ethical issues in Advertising; Managing client agency relationship; Functions and structures of Ad. Agencies

UNIT V
Implementing New Product Decisions Product Launch; Product Marketing and test marketing; concept development and testing

Suggested Reading


**BM 518 EXPORT MANAGEMENT** 3

**UNIT I**
International Trade: an Introduction
Institutional Framework; Conceptual Framework; Scope and Size of International Trade

**UNIT II**
Environment of International business
Economic Environment; Political and Legal Environment; Cultural Environment.

**UNIT III**
Policy framework and procedural Aspects
Export – Import Documentation; India’s Export Import Policy

**UNIT IV**
International Marketing Mix
International Distribution and Sales Policy; International Pricing Policy; International advertising ; International Product Policy and Planning

**UNIT V**
International Trade Planning; International Trade Research; International Trade Selection

**Suggested Reading**


BM 519 CONSUMER BEHAVIOUR 2

Introduction to the study of Consumer Behaviour:
Meaning and Definition of CB, Input-Process-Output Model of Consumer Behaviour, Marketing Applications of Consumer Behaviour,

Individual Influences on Consumer Behaviour:
Motivation-Basics of Motivation, Needs, Goals, Motivation Process, Arousal of motives, Selection of goals, Maslow’s Hierarchy of Needs, Frustration and Strategies to overcome frustration

Personality-Basics of Personality, Theories of Personality (Freudian Theory, Neo-Freudian Theory, Trait Theory), Attitude-Basics of attitude, The nature of attitude, Models of attitude and Marketing Implication, (Tri-component Model of attitude, Multiattribute attitude models), Attitude change strategies, (Changing the basic motivational function, Associating the product with a specific group, event, or cause, Resolving two conflicting attitudes, Altering components of the multi-attribute model, Changing beliefs about competitors brands.

External Influences on Consumer Behaviour:
Social Class- Social Class Basics, What is Social Class? (Social class and Social status), Features of Social Class, The measurement of social class (Subjective Measures, Reputations Measures, Objective Measures), Culture - Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour.

Sub-culture- Meaning, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

Family and consumption- Types of Families, The changing structure of family, Family Life Cycle, Family decision making and consumption related roles
**Suggested Reading**


Arun Kumar and C. L. Tyagi, Consumer Behaviour, Atlantic, 2004

**BM 520   ADVANCED WORKING CAPITAL MANAGEMENT   3**

**UNIT I**
Working Capital management- Meaning and definition, theories of working capital management, need of working capital, determinants of working capital, management of working capital, financing of working capital.
Management of cash- Objectives, need of cash management, cash management tools, cash Budget.

**UNIT II**
Management of receivables and inventory, credit terms, credit policies, collection policies, objectives of inventory management, inventory management techniques.

**UNIT III**
Sources of Finance- long-term and short term, Monetary System, Money markets in India

**UNIT IV**

**Suggested Reading**

1. James C. Van Home  
   Financial management and policy
2. Ezra Soloman and Pringle  
   Introduction to financial management
3. John. J. Hampton  
   Financial decision making
4. Brealey and Myers  
   Principles of Corporate Finance
5. Lawrence Gitman  
   Principles of Managerial Finance
6. VK Bhalla  
   Working capital management

**BM 521   MANAGEMENT OF FINANCIAL INSTITUTIONS   2**

**UNIT I**
Reserve Bank of India: Organization, Management Function, Credit creation and Credit Control, Monetary and Fiscal Policy.
Commercial Bank: Meaning functions, Management, and investment policies of commercial Banks: Recent trends in the activities of commercial Banks.
Non-Banking financial Institutions, Role of Financial Institutions in capital formation and economic development

UNIT II

UNIT III
Bill Discounting, Housing Finance, Insurance Services, Credit Rating

UNIT IV
Issue management- intermediaries, activities/procedures, per and post issue management.

Suggested Reading
Khan M.Y., Indian Financial System, Vikas, 1985
Reserve Bank of India , Functions and Working, 1985
Reserve Bank of India, S. Chakrravarty Committee Report, 1985.
Reserve Bank of India, Reports of Tandon, 1974.

BM 522 INVESTMENT MANAGEMENT  

UNIT I
Introduction to Securities, Markets for Securities- nature and function, Risk and Return-Security Returns, Systematic Risk, Unsystematic Risk, Using Beta to Estimate Returns (CAPM)

UNIT II
Evaluation of Shares, Bonds and Debentures, Fundamental Analysis, Economic Analysis, Industry Analysis, Company Analysis

UNIT III
Technical Analysis- Market Indicators, Forecasting Individual Stock Performances
Efficient market Theory- Efficient Market Hypothesis, Empirical Tests

UNIT IV
Portfolio Analysis- Goals and Objectives, effects of combining securities, Risk and Investor Preferences, Selecting best portfolio, Significance of Beta in the portfolio

Suggested Reading

10. Investment, Frederic Amling.

BM 523 MANAGEMENT CONTROL SYSTEMS 3

Techniques of financial analysis. To include capital budgeting, sources of loans for business, analysis of financial statements, credit instruments, risk and insurance for business, credit system. Financial forecasting, leverage and growth, further topics in the time value of money, working capital management, financing operations

Suggested Readings


BM 524 INDUSTRIAL RELATIONS  2

I       Industrial Relations
II      Trade Unionism
III     Industrial Disputes, Prevention and Settlement
IV      Collective Bargaining
V       Workers Participation in Management in India

Suggested Readings


Mamoria, CB. 2007. Dynamics of Industrial Relations, Himalayan Publications, New Delhi

BM 525 INDUSTRIAL AND LABOUR LAWS  3


Suggested Readings

BM 526 HUMAN RESOURCE DEVELOPMENT

HRD: Concepts/significance, strategies, management development, strategies and practices; the HRD matrix, role of line managers in HRD, Framework for HRD: Assessing HRD needs, strategic/organizational analysis, task analysis, person analysis, prioritizing HRD needs.

Executive Training: Identifying training needs of executives, supervisors and managers, training programmes, methods and techniques, Evaluation of training programmes, training budgets.

Career Planning: Defining career concepts, the process of career management, stages of life and career development, models of career development, organization vs. individual centered career planning, changing careers, Issues in career management, dual career marriages.

Counseling and monitoring: Concept, Objective and processes, listening and asking, nurturing and helping.

Organisation Development (OD): Introduction and nature, OD and HRD, Components, process and technology of OD, OD interventions.

Suggested Reading

John M. Werner and Randy L De Simone, Human Resource Development, Thomson South Western


David A. DeCenze and S.P. Robbins Personnel/ Human resource management

Randall S. Schular personnel and Human resource management.

Introduction: Industrial psychology concept, development of industrial psychology, scope of industrial psychology major problems of industrial psychology

Psychological tests: characteristics of psychological tests, types of tests, importance and limitation of psychological tests.

Attitudes: Meaning, components of attitudes, attitudes measurement and change cognitive dissonance theory measurement the A-B relationship

Human Engineering: work study, time study, motion study, job enlargement, job enrichment, total quality management, total quality people.

Learning: Definition theories, classical conditioning operant conditioning conditions of learning development process.

Personality and interpersonal relationship: - meaning theories of personality interpersonal relationships and group dynamic determinants of interpersonal relationship: management of interpersonal relationships group dynamic formal, informal groups, group’s decision – making group think and group shift.

Human Factors and Occupational Health Psychology:
Fatigue, monotony, boredom, work safety, work place dangers and accidents, programs to increase work safety, disease prevention and health promotions at work place, organizational stress major causes, major effects and coping with stress work and equipment design.

Suggested Reading
2. E.J. Mc Cormic and Ilgen Industrial Psychology 1984 – PHI New Delhi
5. Maier Psychology in industry, Oxford & IBH
BM 528 Financial Engineering 2

Unit 1
Introduction to Financial Engineering, Factors contributing to the growth of Financial Engineering, Innovative Products of last 20 years, Knowledge base of Financial Engineering

Unit 2
Valuation relationship and application, Measuring return, Measuring Risk, Understanding Interest rates and Exchange Rates

Unit 3
Recent Debt market innovations, Equity and equity related instruments, hybrid securities, Tax-driven deals

Unit 4
Asset/Liability Management, Hedging and related risk management techniques, Corporate restructuring and the LBO, Arbitrage and synthetic instruments, Future directions in Financial Engineering

Suggested Reading


BM 529 RURAL MARKETING 2

Objective

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

Contents

UNIT I
Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution.

UNIT II
Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.

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

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

UNIT V
Promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing.

Suggested Readings


BM 530  Competency Mapping and Planning  2

Unit I: Introduction

Concept, History of competency ,Competencies for competitive advantage, Business needs addressed by competency models, Form theory to practice:translating competency models into action, competency mapping and assessment centres.

Unit II: Competency Models Enhancing HRM Systems

Benefits of using competency based selection system, benefits of using competency based training and development system, benefits of using competency based performance appraisal system, benefits of using competency based succession planning system,

Unit-III: Developing Competency Models
Determine objectives and scope, clarify implementation goals and standards, develop an action plan, Identify individuals at various performance levels, determine data collection methodology, data collection, direct observation of incumbents, developing interim competency models, testing and validating the competency model, Finalizing the competency model.

**Unit-IV: Integrating Competency Models into HRM**

Implementing competency based selection system, implementing competency based training and development system, implementing competency based performance appraisal system, implementing competency based succession planning system, issues related to developing competency models.

**Suggested Readings:**


**COMPULSORY NON-CREDIT COURSES**
(Compulsory for Master’s programme in all disciplines; Optional for Ph.D. scholars)

**PGS 501 LIBRARY AND INFORMATION SERVICES  0+1**

**Objective**

To equip the library users with skills to trace information from libraries efficiently, to apprise them of information and knowledge resources, to carry out literature survey, to formulate information search strategies, and to use modern tools (Internet, OPAC, search engines etc.) of information search.
Practical

Introduction to library and its services; Role of libraries in education, research and technology transfer; Classification systems and organization of library; Sources of information- Primary Sources, Secondary Sources and Tertiary Sources; Intricacies of abstracting and indexing services (Science Citation Index, Biological Abstracts, Chemical Abstracts, CABI Abstracts, etc.); Tracing information from reference sources; Literature survey; Citation techniques/Preparation of bibliography; Use of CD-ROM Databases, Online Public Access Catalogue and other computerized library services; Use of Internet including search engines and its resources; e-resources access methods.

PGS 503 (e-Course) INTELLECTUAL PROPERTY AND ITS MANAGEMENT IN AGRICULTURE 1+0

Objective

The main objective of this course is to equip students and stakeholders with knowledge of intellectual property rights (IPR) related protection systems, their significance and use of IPR as a tool for wealth and value creation in a knowledge-based economy.

Theory

Historical perspectives and need for the introduction of Intellectual Property Right regime; TRIPs and various provisions in TRIPS Agreement; Intellectual Property and Intellectual Property Rights (IPR), benefits of securing IPRs; Indian Legislations for the protection of various types of Intellectual Properties; Fundamentals of patents, copyrights, geographical indications, designs and layout, trade secrets and traditional knowledge, trademarks, protection of plant varieties and farmers’ rights and biodiversity protection; Protectable subject matters, protection in biotechnology, protection of other biological materials, ownership and period of protection; National Biodiversity protection initiatives; Convention on Biological Diversity; International Treaty on Plant Genetic Resources for Food and Agriculture; Licensing of technologies, Material transfer agreements, Research collaboration Agreement, License Agreement.

Suggested Readings


PGS 506 (e-Course)  **DISASTER MANAGEMENT  1+0**

**Objectives**

To introduce learners to the key concepts and practices of natural disaster management; to equip them to conduct thorough assessment of hazards, and risks vulnerability; and capacity building.

**Theory**

**UNIT I**  

**UNIT II**  
Man Made Disasters- Nuclear disasters, chemical disasters, biological disasters, building fire, coal fire, forest fire. Oil fire, air pollution, water pollution, deforestation, Industrial wastewater pollution, road accidents, rail accidents, air accidents, sea accidents.

**UNIT III**  
Disaster Management- Efforts to mitigate natural disasters at national and global levels. International Strategy for Disaster reduction. Concept of disaster management, national disaster management framework; financial arrangements; role of NGOs, Community-based organizations, and media. Central, State, District and local Administration; Armed forces in Disaster response; Disaster response: Police and other organizations.

**Suggested Readings**


**BUSINESS MANAGEMENT**

*List of Journals*

- Agribusiness – An International Journal
- Decision
- Harvard Business Review
- Indian Cooperative Review
- Indian Journal of Agricultural Economics
- Indian Journal of Agricultural Marketing
- Indian Journal of Finance
- Indian Journal of Marketing
- Indian Management
- Indian Management Studies Journal
- Journal of Agri-business
- Journal of Marketing Management
- Journal of Marketing Research
- Journal of Sales Management
- Management Review
- Prabandhan
- Vikalpa

*e-Resources*

- www.pearsoned.com (Pearson Education Publication)
- www.aima-ind.org (All India Management Association)
- www.oup.com (Oxford University Press)
• www.emeraldinsight.com (Emerald Group Publishing)
• www.sagepub.com (Sage publications)
• www.harvardbusiness.com (Harvard Business Review)
• www.marketingpower.com (American Marketing Association)
• www.isaeindia.org (Indian Society of Agricultural Economics)
• www.macmillanindia.com (Macmillan Publishing)
• www.sfacindia.com (Small Farmers’ Agri-Business Consortium)
• www.isapindia.org (Indian Society of Agribusiness Professionals)
• www.icar.org.in (Indian Council of Agricultural Research)
• www.nseindia.com (National Stock Exchange of India Ltd)
• www.nseindia.com (Bombay Stock Exchange)
• www.ncdex.com (National Commodity and Derivatives Exchange Limited)
• www.phdcei.in (PHD Chamber of Commerce and Industry)
• www.ficci.com (Federation of Indian Chambers of Commerce and Industry)
• www.assocham.org (Associated Chambers of Commerce and Industry of India)
• www.apeda.com (Agricultural and Processed Food Products Export Development Authority)
• www.mpeda.com (Marine Products Export Development Authority)