



# **BANARAS HINDU UNIVERSITY**

**ORDINANCES GOVERNING**

**MASTER OF BUSINESS ADMINISTRATION -  
(AGRIBUSINESS) MBA (AB)**

**TWO YEAR (FOUR SEMESTER) FULL TIME DEGREE COURSE  
Effective from Academic Session 2010-2011**

*Offered by*

**FACULTY OF MANAGEMENT STUDIES**



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**PART - 1**

**Ordinances Governing**

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**Master of Business Administration -  
Agribusiness Degree Course**

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## PART - 1

### **ORDINANCES GOVERNING MASTER OF BUSINESS ADMINISTRATION - AGRI BUSINESS (MBA – Agribusiness) TWO YEAR (FOUR SEMESTER) FULL TIME DEGREE COURSE**

Under the powers conferred by Section 4A of the Banaras Hindu University Act 1915, as amended, and under the provision of Section 18 of this Act, the University hereby institutes the 2-year (four semester) programme for the Master of Business Administration – Agri Business [MBA (Agri Business)] and makes the following ordinances governing admission, course of study, examinations and other matters relating to this Degree under the Faculty of Management Studies of the Banaras Hindu University.

#### **I. GENERAL PROVISIONS:**

1. The course of study leading to MBA (Agri Business) Degree of the Banaras Hindu University would be of two years (four-semesters) duration. The Course shall have the status of Special Course of studies.
2. The intake to MBA (Agri-Business) course shall be 46 (forty six).
3. The last date for receipt of applications to this Course shall be fixed each year by the University.
4. All admissions shall be finalized within the date notified by the University.
5. Candidates appearing at the qualifying examination and expecting to fulfill the eligibility requirements can also apply and appear in the Admission Test conducted by the University. Such candidates must satisfy the minimum eligibility criteria by the date specified by the University.
6. No Application Form shall be considered for admission unless it is complete in all respects including attested copies of the photographs of the candidates containing his/her signature thereon and all necessary documents are attached thereto, such as:

Attested copies of mark-sheets of all the examinations passed; Certificate from the Head of the institution last attended certifying that the candidate has appeared or will be appearing in the qualifying examination. Certificate from an appropriate authority certifying that the candidate belongs to Scheduled Caste/Scheduled Tribe/OBC or that the candidate is Physically Challenged.

7. The completed Application Forms along with documents required shall be sent to the Controller of Examinations, Banaras Hindu University, on or before the last date fixed for the purpose.
8. Provisional admission to the course shall be made in order of combined merit of the Written Test, Group Discussion and Interview.
9. Provisional admission cannot be claimed by any applicant as a matter of right. The provisional admission of an applicant shall be entirely at the discretion of the Admission Committee, which may refuse to admit any candidate without assigning any reason thereof.

10. Provisional admission will be made strictly on availability of seats on the date of admission and the mere fact that call letter has been issued shall not entitle a candidate to claim admission.
11. The candidate granted provisional admission shall deposit fee within the period prescribed by the Admission Committee failing which the admission shall stand cancelled.
12. Provisional admission of a candidate is liable to be cancelled by the Admission Committee at any time:

If it is detected that there is something against the candidate which would have prevented him/her from being admitted to the course if the candidate is found at a later stage to have provided any false information, and /or if he/she has been punished for an act of gross misconduct, indiscipline or an act involving moral turpitude.

13. The candidates admitted to the course are required to submit the following certificates at the time of admission:

A Migration Certificate from the University last attended in case the candidate has obtained qualifying degree from an Indian University other than Banaras Hindu University, certifying that he/she has passed the qualifying course.

OR

A Transfer Certificate showing that the candidate has passed the qualifying examination from the institution last attended, if he/she has obtained qualifying degree from Banaras Hindu University.

14. Candidates should ensure that a pass port size photograph signed by them is pasted in the space provided for in the application form.
15. Candidates are advised to keep ten number of extra copies of the recent and identical photographs as are pasted on application form for future use, as and when needed.
20. The students may be permitted to take part-time course in the subjects of Music or one Diploma Course, provided prior permission has been obtained from the two Heads of the Departments concerned.
21. Admission to the MBA (Agri Business) Course shall be dealt with by the Admission Committee. The Admission Committee may co-opt such other additional members as it deems fit.

**A. Eligibility:**

The candidates seeking admission to MBA (Agri-Business) should have secured a minimum of 50% marks in aggregate at the B.Sc. (Ag.) and allied disciplines Or B.Sc. Home Science/Life Sciences subjects - Botany, Zoology, Bio-Chemistry, Bio-Technology under 10+2+3 Scheme OR a Post Graduate degree with 50% marks in the above disciplines. For SC/ST candidates only pass mark is required.

**B. Intake & Reservations**

The intake to the MBA (Agri Business) Course shall be of 46 (forty six)

RESERVATIONS

SC Candidates	15 % of the intake
ST Candidates	7.5% of the intake
PC Candidates	3% of the intake ( <i>on horizontal reservation basis</i> )
OBC Candidates	27% of the intake

- (a) The candidates seeking admission under the above categories must fulfill the minimum eligibility conditions and qualifying requirements.
- (b) The SC/ST/OBC candidates must enclose attested copy of the caste certificate along with their Application Form stating that the candidate belongs to SC/ST/OBC Category.

The following are empowered to issue SC/ST/OBC Certificates:

- (i) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /Ist Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
  - (ii) Chief Presidency Magistrate/ Addl. Chief Presidency Magistrate/ Presidency Magistrate.
  - (iii) Revenue Officer not below the rank of Tehsildar.
  - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
  - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
  - (vi) Candidate must note that certificate from any other person/authority shall not be accepted in any case.
- (c) 3% seats on horizontal reservation basis, shall be reserved for Physically Challenged Candidates (i) 1% for Visually Impaired (ii) 1% for Hearing Impaired (iii) 1% for Orthopaedically Handicapped. In case no candidate is available in any of the above three sub-categories, the unfilled seats shall be filled by the candidates belonging to the remaining sub-categories on the basis of its combined Merit Index.
- (d) Separate final merit list will be prepared for the candidates under each of the above three categories, taking into consideration Test ranking.
- (e) Vacant seats reserved for SC/ST candidates, if any, may be filled up as per Govt. of India rules.

#### **C. Programme Fee:**

1. The Programme will run as a Special Courses of Study
2. The special course fee per year shall be Rs.65,000/- which may be deposited in two installments. In addition, the students shall be required to pay usual fees prescribed by the University.
3. The candidate will have to deposit Rs. 35000/- at the time of provisional admission as first installment .The fee is to be paid through demand draft in favour of, **“The Registrar, Banaras Hindu University”** payable at Varanasi.
4. The second installment of fee (Rs. 30,000/-) is to be paid before the commencement of second semester classes, failing which the students will not be registered in second semester. Similar payment plan shall apply for payment of 2<sup>nd</sup> Year fee (3<sup>rd</sup> and 4<sup>th</sup> Semesters).

#### **D. Admission of Foreign Nationals**

Applications of foreign nationals nominated by the Government of India under scholarship schemes and self-financing Foreign Nationals shall be entertained for the aforesaid programme. They shall not be subject to the Entrance Test provided they have

passed the equivalent qualifying examination and satisfy the minimum eligibility requirements with relaxation in maximum age for admission.

Reservation to the extent of 15% of the quota of seats in a subject, on supernumerary basis, for Foreign Nationals shall be made for admission to each of the various aforementioned core subject available in the Faculty provided the applications are routed through the office of International Students Advisor, BHU.

The International Students Advisor shall get examined the eligibility etc. of each applicant and shall issue the eligibility letter to the concerned foreign national, if found eligible. Further details of the process etc. shall be available from the office of the International Students Advisor, BHU, Varanasi, India.

## **II. Admission Procedure:**

Admission to MBA (Agri Business) Programme at Faculty of Management Studies, BHU shall be based on the aggregate merit consisting of PET marks, GD and Interview. The weightage of Group Discussion and Personal Interview shall be 20%. As such a candidate who is interested to take admission in the said Programme at FMS, BHU is required to appear in the PET of corresponding admission year conducted by the University, Group discussion and Interview.

### **Notes:**

1. Admission of the candidates to MBA (Agri Business) Programme shall be made in order of merit of the ranking of the PET marks and marks obtained in GD/Interview and availability of seat on the date of admission provided he/she fulfils other eligibility conditions.
2. Non-appearance of the candidate in Test on the scheduled date and time shall disqualify him/her for admission.
3. In case in any one of the two categories of candidates viz., SC/ST, the required number of candidates for admission is not available, then candidates belonging to the other category (SC & ST as the case may be, if available), shall be called for admission in order of merit so as to make up the deficiency in the required number in any of the aforesaid two categories. This provision shall be applicable to candidates belonging to SC & ST categories only.
4. Mere appearance in the Test will not entitle a candidate to be considered for admission to the Programme unless he/she fulfils the eligibility conditions. Applicants must fully satisfy themselves about their eligibility before filling the application forms.
5. Provisional admission will be offered to the first 46 candidates including reserved category seats as per their position in the Merit List.
6. In case there are more than one candidate securing equal ranks as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following *inter-se* ranking rules of the University will be applicable.

“In case the candidates have equal ranks then:

- [I] Candidate having secured higher marks in the qualifying examination is eligible;
- [II] In case the marks in the qualifying examination is also equal then the candidate senior in age shall be given preference”

7. The mark-sheet of the qualifying examination of a candidate can be submitted on or before the date prescribed by the University and no extension will be given in this regard on any ground. Confidential results/mark-sheets will not **be accepted**. Only the Original Mark-sheet of the qualifying examination after official declaration of the results by the respective examining bodies shall be accepted. **Any other document (sealed or confidential mark-sheet) other than a proper mark-sheet issued by the authority like VC/Rector/PVC/Registrar/CE etc. in regard to marks obtained by a candidate shall not be entertained under any circumstances.**
8. A candidate provisionally selected for admission will be required to fill the prescribed form, submit the required documents, collect his/her admit card for admission to the Programme from the office of the Department and pay fees by a date fixed for the purpose, otherwise, the offer made to him/her will automatically stand cancelled.
9. In case any provisionally selected candidate fails to deposit the fee by the last date prescribed, his/her provisional admission shall be cancelled and the seat thus falling vacant shall be offered to the next candidate in order of merit under the specified category.
10. Waitlisted candidate will be offered admissions strictly on the basis of merit list basis in the PET provided there is a vacancy in the Programme. Such waitlisted candidates shall have to deposit their fee latest by the date fixed by the Admission Committee.

### **III. Conduct of the Programme:**

1. A candidate admitted to the MBA (Agri Business) Programme shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Banaras Hindu University and has paid the prescribed Enrolment Fee.
2. To qualify for the MBA (Agri Business) Programme, the candidate must earn the prescribed number of credit as contained in the Course structure / syllabus detailed herein after.
3. A student of the MBA (Agri Business) Programme shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in the University.
4. All applications to appear at the MBA (Agri Business) Semester examinations shall be addressed to the Controller of Examinations and shall be presented within such time and all such applications shall be accompanied by a satisfactory character certificate from the Head of the Department of Management Studies./Coordinator, MBA (Agri Business). Every application form and fees shall be dispatched through proper channel so as to reach the Controller of Examinations on or before the date prescribed for the purpose.
5. **The maximum duration for passing the MBA (Agri Business) 2-years (Four Semester) programme shall be 4 years, which shall be counted from the year of latest admission in the I<sup>st</sup> semester of the said programme. No student shall be allowed to take further admission in the programme after the expiry of four years.**
6. Inter-University Ordinances
  - i) Notwithstanding anything contained in these Ordinances a student who is qualified under the foregoing Ordinances for admission to the University, and who is a member of some other Indian University, shall not be admitted to the University or any constituent College/Faculty thereof without the production of :



- a. A leaving or transfer certificate signed by the Principal of the last college attended and certifying to the satisfactory conduct of the student mentioning the highest examination he/she has passed, and
  - b. A certified copy of all the entries against his/her name in the Enrolment Register of the University if such a copy is obtainable.
- ii) A student of some other Indian University shall in any case be admitted only at the beginning of the particular programme which he/she proposes to take in the University.

#### **IV. Attendance Rules:**

1. A student is required to have full, i.e., 100%, attendance and condonation up to 30% can be considered for specific cogent reasons. Out of this 30%, only 10% condonation will be permitted without taking any application from the student. Rest 20% condonation may be given by the Dean, FMS. Further, a student shall be deemed to have minimum percentage of attendance only if, apart from the above, he/she has attended at least 50% of the classes in each subject also. The cogent reasons for condonation are given below.
  - (i) Participation in NCC/NSC/NSS Camps duly supported by certificate.
  - (ii) Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate from the Secretary of the University Sports Board or President of the College Athletic Association concerned.
  - (iii) Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean /Coordinator Steering Committee.
  - (iv) University Deputation for Youth Festival duly certified by the Dean /Coordinator Steering Committee.
  - (v) Prolonged illness duly certified by the Medical Officer or the Superintendent, S.S. Hospital, Banaras Hindu University or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean /Coordinator Steering Committee.
  - (vi) **No relaxation beyond 30% shall be considered in any case.**
2. The attendance of a newly admitted candidate shall be counted from the date of his/her admission, or date of beginning of classes which ever is later, while in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However in case of promotion after declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case.
3. There shall be an Attendance Monitoring Committee in the Faculty.

## V. COURSE STRUCTURE AND SCHEME OF EXAMINATION OF TWO-YEAR MBA (AGRI BUSINESS) PROGRAMME

Candidates for the two-year (Four Semester) MBA (Agri Business) shall be examined in the following subjects in accordance with the syllabi or course prescribed in the following Ordinances. Only such elective subjects as are approved by the Head of the Department of Management Studies shall be selected by candidates.

### 1. CREDIT: Definition:

One instructional hour per week in a course during the semester would be considered equivalent to one credit.

A credit can be earned from lectures/tutorials, practical/viva-voce, project/field work, report writing etc. Credits can also be awarded for industry visits and other course requirements such as dissertation, minor and major projects etc. The credits for an activity are given only when an activity is completed and cleared as prescribed in the syllabus.

### I Semester:

Paper	Nature of the Paper	Credit
MAB-111 Management Principles & Values	Core Course (No Choice)	4
MAB -112 Accounting & Financial Analysis	Core Course (No Choice)	4
MAB -113 Quantitative Techniques	Core Course (No Choice)	4
MAB -114 Managerial Economics	Core Course (No Choice)	4
MAB -115 Environment & Agri Business Management	Core Course (No Choice)	4
MAB-116 Marketing	Core Course (No Choice)	4
<b>Total Credit</b>		<b>24</b>
BAC-001 Communication Skills	Open Choice (Audit Course)*	2
BAC-002 SPSS and its Research Applications	Open Choice (Audit Course)*	2
<b>Credit</b>		<b>4</b>

### II Semester:

Paper	Nature of the Paper	Credit
MAB-121 Organizational Behaviour & Ethos	Core Course (No Choice)	4
MAB-122 Financial Management	Core Course (No Choice)	4
MAB-123 Rural Marketing	Core Course (No Choice)	4
MAB-124 Research Methods	Core Course (No Choice)	4
MAB-125 Operations Research and Management	Core Course (No Choice)	4
MAB-126 Human Resource Management	Core Course (No Choice)	4
<b>Total Credit</b>		<b>24</b>
BAC-003 Personality Development	Open Choice (Audit Course)*	2
BAC-004 GD/Interview Techniques	Open Choice (Audit Course)*	2
<b>Credit</b>		<b>4</b>

### III Semester:

Paper	Nature of the Paper	Credit
MAB-211 Strategic Management	Core Course (No Choice)	4
MAB-212 Entrepreneurship & Project Management	Core Course (No Choice)	4
MAB-213 Rural Banking and Financial Services	Core Course (No Choice)	4
MAB-214 Practical Training (8 weeks) Presentation (4 credit) Training Report (4 Credit)	Core Course (No Choice)	8
<b>Credit</b>		<b>20</b>
<b>Group A*: AGRIBUSINESS MARKETING</b>		
MAM-215 Computer Application, MIS and eCommerce	Elective (Limited Choice)	4
MAM-216 Supply Chain Management in Agribusiness	Elective (Limited Choice)	4
MAM-217 Retail Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group B*: AGRIBUSINESS FINANCIAL MANAGEMENT</b>		
MAF-215 Computer Application, MIS and eCommerce	Elective (Limited Choice)	4
MAF-216 Derivatives Market	Elective (Limited Choice)	4
MAF-217 Security Analysis and Portfolio Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group C*: HUMAN RESOURCE MANAGEMENT</b>		
MAH-215 Computer Application, MIS and eCommerce	Elective (Limited Choice)	4
MAH-216 Labour Legislation	Elective (Limited Choice)	4
MAH-217 Management of Industrial Relations	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group D*: OPERATIONS MANAGEMENT</b>		
MAO-215 Computer Application, MIS and eCommerce	Elective (Limited Choice)	4
MAO-216 Agricultural Food Policy Analysis	Elective (Limited Choice)	4
MAO-217 Materials Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group E*: INFORMATION TECHNOLOGY</b>		
MAI-215 Computer Application, MIS and eCommerce	Elective (Limited Choice)	4
MAI-216 Customer Relationship Management	Elective (Limited Choice)	4
MAI-217 Electronic Commerce – Technology & Applications	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Total Credit</b>		<b>32</b>
BAC-005 Soft Skill Development	Open Choice (Audit Course)*	2
BAC-006 Computational Ability	Open Choice (Audit Course)*	2
<b>Credit</b>		<b>4</b>

#### IV Semester:

Paper	Nature of the Paper	Credit
MAB 221 Seminar in Rural Development & Agribusiness	Core Course (No Choice)	4
MAB 222 Dissertation	Core Course (No Choice)	6
MAB 223 Viva Voce	Core Course (No Choice)	2
<b>Credit</b>		<b>12</b>
<b>Group A*: AGRIBUSINESS MARKETING</b>		
MAM-224 Marketing of Services	Elective (Limited Choice)	4
MAM-225 Internet Marketing	Elective (Limited Choice)	4
MAM-226 Seminar in Agribusiness Marketing	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group B*: AGRIBUSINESS FINANCIAL MANAGEMENT</b>		
MAF-224 Micro Finance	Elective (Limited Choice)	4
MAF-225 International Trade in Agricultural Products	Elective (Limited Choice)	4
MAF-226 Seminar in Agribusiness Finance	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group C*: HUMAN RESOURCE MANAGEMENT</b>		
MAH-224 Management of Change & Organization Development	Elective (Limited Choice)	4
MAH-225 Human Resource Development: Strategies & Systems	Elective (Limited Choice)	4
MAH-226 Seminar in Human Resource Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group D*: OPERATIONS MANAGEMENT</b>		
MAO-224 Logistics & Transportation Management	Elective (Limited Choice)	4
MAO-225 Quality Management in Agribusiness	Elective (Limited Choice)	4
MAO-226 Seminar in Operations Management	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Group E*: INFORMATION TECHNOLOGY</b>		
MAI-224 Computer Networks	Elective (Limited Choice)	4
MAI-245 Data Base Management System	Elective (Limited Choice)	4
MAI-246 Seminar in Agribusiness Information Technology	Elective (Limited Choice)	4
<b>Credit</b>		<b>12</b>
<b>Total Credit</b>		<b>24</b>
BAC-007 Cross Cultural Training	Open Choice (Audit Course)*	2
BAC-008 Organizational Skills & Team Building	Open Choice (Audit Course)*	2
<b>Credit</b>		<b>4</b>
<b>Grand Total</b>		<b>104 +16*</b>

\*The students shall select one of the Groups for specialization.

**Minimum credit requirements for the MBA Agri Business programme = 104 credits.**

#### 2. Elective Courses for MBA (Agri Business) Programme:

The students will have to select any one of the following groups:

1. Group A : Agribusiness Marketing
2. Group B : Agribusiness Financial Management
3. Group C : Human Resource Management
4. Group D : Operations Management
5. Group E : Information Technology

(Elective Groups in an academic year available for the purpose will depend upon the facilities in the Department and enough number of students offering the group. The elective groups selected in semester III shall continue in semester IV as well)

### **3. Open Choice (Audit Courses)**

Open choice courses are meant for adding further value to the student's academic profile. Audit courses under this category are the courses which a student may opt under open choice category. It will be open to the students of the Faculty and also to the students from across the Faculty, University wide. No examination would be conducted for Audit courses however these courses would be mentioned in the grade sheet only when the student attends atleast 80% classes in the course. Accordingly, these will not be counted in the calculation of SGPA and CGPA.

In addition to the open choice / Audit Courses indicated above, the Faculty identified the following issues/ areas wherein has a teaching of 12-14 hours spanning over 3-6 days by an eminent person either from academic or corporate world. These courses would be treated equivalent to one credit and shall have the status of open choice (Audit courses). These courses shall not be run on regular basis, but shall be run as per convenience of the Faculty and availability of the resource persons. The schedule of these courses shall be usually announced well in advance.

- ↳ Total Quality Management
- ↳ Enterprise Resource Planning
- ↳ Customer Relationship Management
- ↳ Micro and Small Enterprises
- ↳ Entrepreneurship Development
- ↳ Micro Finance
- ↳ Export Procedure and Documentations
- ↳ NGO Management/ Social Enterprise Development
- ↳ Health Care Management Or any other area which the Faculty deems fit in interest of the students.

### **4. Examination System:**

Each theory/ practical/ seminar/ field work/project/ dissertation course shall be of 100 marks. For evaluation, the overall structure of the distribution of marks in a course shall be such that 30 marks are allotted to various assessments during the semester, while 70 marks shall be allotted for the end semester examinations.

#### **A. Sessionals (30 Marks) :**

- i) The assessment (sessionals) in theory courses will comprise of class test/test(s) and semester reports/assignments and regularity in each of the courses offered by them.
- ii) Such class tests, semester reports and/or assignments in each paper shall carry 30 marks, of which 20 marks will be for class tests and quizzes and 10 marks for semester report/s and/or assignment(s) and regularity. (The marks of 2 best class tests/quizzes be considered out of 3 class tests/quizzes)
- iii) The semester report(s) and/or assignment(s) shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department of Management Studies. After valuation of the semester report(s) and/or assignment(s), the teacher concerned shall submit the result to the Head of the Department of Management Studies/The Coordinator, MBA (Agri Business) who shall forward the same to the Controller of Examinations.
- iv) The marks obtained in semester report/s and/or assignment/s will be made known to the students.
- v) Where candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the class tests, semester reports and/or assignments will be carried forward to the subsequent examination.

**B. End Semester Examination and evaluation (70 marks):**

- (i) The question papers shall be set and the answer-scripts shall be evaluated by the teachers of the concerned courses. If there are more than one teacher teaching the course, the question paper shall ordinarily be set and evaluated by a teacher of the group, appointed by the Board of Examiners.
- (ii) The End Semester examination answer-scripts shall be shown to the students after evaluation by the concerned teachers within 7 days of the last examination for the semester. Thereafter, within a week, all the answer books along with the statement of marks shall be sent to the Office of the Controller of Examinations for declaration of the results.
- (iii) In case of any objection by a student in the evaluation, the same shall be looked after by a panel of two senior faculty members, to be nominated by the Dean, whose decision shall be final.
- (iv) Once evaluated answer books are submitted to the Controller of Examination there will be no reevaluation/re-totaling thereafter.
- (v) Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.

**5. Practical Training Report, Dissertation and Viva-voce:**

- (i) Every MBA (Agri Business) students is required to undertake practical training for a period of eight weeks in a reputed organization connected with industry, trade or commerce, approved by the Head of the Department of Management Studies. This Training Report is a part of the MBA (Agri Business) III Semester examination and is equivalent to 8 credits carrying 200 marks (100 marks for presentation and 100 marks for written report). It is required to be submitted to the Controller of Examination in duplicate on or before a specified date fixed for the purpose by the Head / Dean of the Department of Management Studies.
- (ii) The Practical Training Report submitted by the candidates for the MBA (Agri Business) degree is examined by an internal and an external examiner independently out of 100 marks and the average of marks secured is credited to the marks obtained by the candidate. If the difference in percentage of marks between the two examiner is 30% or more, the Training Report will be sent to a third examiner. The marks given by the third examiner will be final.
- (iii) Every student will be required to make a presentation of his/her practical training report, including that of Project work undertaken by him/her during summer /practical training, before an audience consisting of all students and teachers of the Faculty. This presentation will be evaluated, out of 100 marks, by a board consisting of teachers of the Faculty nominated for this purpose by the Board of Examiners/Dean of Faculty /Head of the Department.
- (iv) Every MBA (Agri Business) student will also be required to prepare a Dissertation preferably in his/her area of specialization under the supervision of a teacher of the Faculty. The topic of the Dissertation and the name of the supervisor earmarked will be approved by a 'Dissertation Committee" formed for this purpose by the Head/Dean of the Faculty. This Dissertation will be equivalent to 6 credits and constitute a part of the MBA (Agri Business) IV Semester Examination and will carry 100 marks.
- (v) Each student may be asked to present Research Methodology of the Dissertation before the members of the Faculty for consideration and finalization.
- (vi) The Dissertation shall be submitted to the Controller of Examination in duplicate on or before a specific date fixed for the purpose by the Head/Dean of the Management Studies.

- (vii) The Dissertation shall be examined by two external examiners, who shall evaluate it independently out of 100 marks each. The average of these marks shall be credited to the marks obtained by the student. If the difference in percentage of marks between the two examiners is 30% or more, the Dissertation shall be sent to a third examiner. The marks given by the third examiner shall be final.
- (viii) The *Viva-voce* examination of the MBA (Agri Business) students shall be conducted at the end of the last semester having 2 credits and shall carry 100 marks. This comprehensive *Viva Voce* examination shall cover the entire programme. It shall be conducted by a board consisting of the Head of the Department, two senior most teachers of the Faculty and one external member of the rank of a Professor.

## 6. Script and Duration of Examinations

- (i) Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in Hindi or English language in the examination in all the subjects.
- (ii) Each individual paper shall be of three hours' duration and practicals, if any, shall also be of three hours' duration.

## 7. Evaluation Pattern:

### (A) Point Scale for Grading

#### Award of Grades Based on Absolute Marks

Marks Range (Out of 100)	Grade	Grade Point
90 -100	S	10
80 - 89	A	9
70 - 79	B	8
60 - 69	C	7
50 - 59	D	6
40 - 49	E	5
Passed with Grace	P	4
00 - 39	F	0
Non-appearance in examination (Incomplete)	I	-
Audit Course	X	-

#### **Explanation:**

Latter grades **S, A, B, C, D, E and P** in a course mean that the candidate has passed that course.

**The F grade** denotes poor performance, i.e., failing in the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all courses in which he/she obtains "F" grade, until a passing grade is obtained.

**The I Grade:** The "I" Grade is awarded, when a student does not appear in the examination of course/courses. This shall be treated as "F" Grade.

**The X Grade:** The "X" Grade is awarded, when a student successfully attends the audit course with minimum attendance requirement of 80%.

**Grace Rule:** Tabulators shall award grace marks as per the following guidelines:

- (1) A student who fails in not more than 3 theory courses by total marks of not more than  $\frac{1}{2}$  the number of total theory courses of the semester (any fraction is rounded off to the next higher number), shall be awarded grade "P" (in place of grade "F") of Grade Point 4 in the concerned courses.
- (2) Grace mark will not be awarded for making up shortfall in minimum SGPA/CGPA or improving the grade.

**(B) Measurement of the student's performance in the programme:**

*SGPA : Semester Grade Point Average.*

*CGPA : Cumulative Grade Point Average.*

**Calculation of Semester Grade Point Average (SGPA)  
and Cumulative Grade Point Average (CGPA):**

$$(i). \text{ SGPA} = \frac{\sum_{i=1}^n C_i \cdot P_i}{\sum_{i=1}^n C_i}$$

where,

$C_i$  = Number of credits assigned for the  $i^{\text{th}}$  course of a semester for which SGPA is to be calculated.

$P_i$  = Grade point earned in the  $i^{\text{th}}$  course.

$i = 1, \dots, n$ , represent the number of courses in which a student is registered in the concerned semester.

$$(ii). \text{ CGPA} = \frac{\sum_{j=1}^m C_j \cdot P_j}{\sum_{j=1}^m C_j}$$

where,

$C_j$  = Number of credits assigned for the  $j^{\text{th}}$  course, up to the semester for which CGPA is to be calculated.

$P_j$  = Grade point earned in  $j^{\text{th}}$  course.

$j = 1, \dots, m$ ; represent the number of courses in which a student was registered up to the semester for which CGPA is to be calculated.

**Notes:** Audit courses shall not be evaluated and also not accounted for SGPA/CGPA calculation. However, the prescribed minimum attendance in these courses shall be necessary.



## 8. Promotion and Supplementary Examination

There shall be no supplementary examination for I<sup>st</sup> & II<sup>nd</sup> semesters. However, there shall be supplementary examination for III<sup>rd</sup> and IV<sup>th</sup> semesters after declaration of the results of IV<sup>th</sup> Semester. Students failing in courses of III<sup>rd</sup> and IV<sup>th</sup> semesters may appear in supplementary examination(s) or subsequent main examination(s).

### (A) First Semester Course & Examination:

The candidates who have taken admission in the First Semester of a 2-year MBA (Agri Business) programme in a session can be put in the following two categories on the basis of their attendance in the Semester:

- I. (i) Those who have put in the required minimum percentage of attendance for appearing in the First Semester Examination and filled up the examination form in time for appearing at the First Semester Examination.
- (ii) Those who did not put in the required minimum percentage of attendance for appearing at the First Semester Examination or did not fill up examination form in time for appearing at the First Semester Examination.

**Candidates under Category I(i)** are eligible for appearing at the examination of First Semester, while **candidates under Category. I(ii)** are not allowed to appear at the examination of the Semester. However, category **I(ii)** candidates are allowed to reappear at the Post-graduate Entrance Test (PET) of subsequent year(s) for seeking admission afresh. This implies that **no readmission is permissible to those who do not put in the required percentage of attendance for taking the examination or did not submit the examination form in time.** This implies that **no readmission is permissible to those who do not put in the required percentage of attendance for taking the examination or did not submit the examination form in time.**

- II. After appearing at the Examination of First Semester the candidates can be put in the following categories in the context of declaration of the results of the First Semester Examination:
  - (i) **Passed**, i.e., those who have passed in examinations of all courses of the Semester.
  - (ii) **Promoted**, i.e., those who have not passed in examinations of all the courses of the Semester.
  - (iii) **Minimum passing grade** – Grade ‘E’ for each course. However, candidates with grade ‘P’ in a course shall also be considered as passed in that course.
  - (iv) **Promotion to Second Semester:**

All students who have put in the minimum percentage of attendance in Semester I and filled up the examination form in time shall be promoted to the Semester II.

**(B) Second Semester Course & Examination:**

As in the First Semester, in all subsequent Semesters, all the candidates who have put in the minimum percentage of attendance for appearing at the Examination and have filled in the examination form in time for appearing at the End Semester Examination shall be allowed to appear at the respective examinations. However, students who have not put in the minimum percentage of attendance or did not fill up the Examination form in time in Semester shall be allowed to take re-admission in that Semester **(except in the First Semester where re-admission is not permitted)**.

**(C) Declaration of results after II Semester (based on the results of I and II Semester Examinations):**

After declaration of results of the First & Second Semesters, a candidate can be put in the following categories:

- (i) **Passed:** A candidate who has passed in examinations of all the courses of the First & Second Semesters.
- (ii) **Promoted:** A student, who has not passed in all the courses of either I<sup>st</sup> or II<sup>nd</sup> semester or both, shall be promoted to the III<sup>rd</sup> semester if he/she has obtained at least 4.0 CGPA. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester as ex-students.
- (iii) **Failed:** A candidate who has obtained less than 4.0 CGPA in the examinations of 1<sup>st</sup> and 2<sup>nd</sup> Semesters taken together shall be treated as failed.

**Note:** *There shall be no supplementary examination for the courses of I<sup>st</sup> and II<sup>nd</sup> semesters.*

**(D) Promotion to the Third Semester:**

- (i) A candidate who comes under the category **'Passed or Promoted'** is eligible to be promoted to the third Semester, if otherwise eligible.
- (ii) Failed candidates shall not be promoted to the III<sup>rd</sup> Semester. However, they shall be promoted to the third semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the failed courses in the subsequent available examination(s) as ex-students.

**(E) Promotion to the Fourth Semester:**

All students who have put in the minimum percentage of attendance in III<sup>rd</sup> Semester and filled in the examination form in time shall be promoted to the IV<sup>th</sup> Semester.

**(F) Declaration of Results after Fourth Semester (Based on the results of the I<sup>st</sup>, II<sup>nd</sup>, III<sup>rd</sup> and IV<sup>th</sup> Semester Examination):**

After declaration of results of III<sup>rd</sup> and IV<sup>th</sup> Semesters, a candidate can be put in the following two categories:

- (i) **Passed:** A candidate who has passed in all the courses of I, II, III and IV Semesters and obtained at least CGPA of 5.0.
- (ii) **Failed:** All those students who have not "Passed" shall be categorized as "Failed".

Such failed students may clear their failed courses in subsequent examinations as ex-students. There shall be a provision of supplementary examinations for III and IV Semesters after declaration of results of IV Semester. Students failing in courses of III and IV Semesters may appear in the supplementary examination or subsequent main examination(s).

***A student who has failed in a course shall get two more chances to clear this course subject to the maximum duration for passing the course. Further, each candidate shall have to clear all the courses within the maximum period of 4 years from the date of his/her latest admission.***

**(G) Maximum duration for passing the MBA (Agri Business) Programme:**

The maximum duration for passing the 2-years PG programme shall be 4 years, which shall be counted from the year of latest admission in the I<sup>st</sup> semester of the PG programme. No student shall be allowed to take further admission in the programme after the expiry of four years.

**9. Admit Card (for End Semester Examinations)**

A candidate may not be admitted into examination room unless he/she produces his/her admit card to the officer conducting the examination or satisfies such officer that it shall be subsequently produced.

The Controller of Examinations may, if satisfied that an examinee's admit card has been lost or destroyed, grant duplicate admit card on payment of a further fee of Rs. 10/-

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## **PART - 2**

### **Course Syllabi of**

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### **Master of Business Administration - Agribusiness Degree Course**

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## I SEMESTER

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### MAB-111 : MANAGEMENT PRINCIPLES AND VALUES

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**COURSE OBJECTIVE :** This course intends to develop the basic awareness of management functions and various dimensions of organizational life. It also attempts to provide exposure of the ethical dilemma in management practices.

**COURSE STRUCTURE:**

- ↳ **Concept of Management:** Its nature, scope and purpose. Managing Science or Art. Management Vs Administration, Skills of a Manager. Organization and its pervasiveness. Reasons for organizations. Significance of Goals in Organizations.
- ↳ **Evolution of Management Thought:** Scientific Management. Frederick W.Taylor. Contributions and Limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and Limitations of Classical Organisation Theory. Henry Fayol's Principles of Management, Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organizations as Socio-technical systems. The contingency approach to Management.
- ↳ **Organisation Structure:** Formal and Informal organisations. Forms of formal organisation structures. Line and staff organisation. Functional Organisation. Product/Market Organisation. Project organisation and Matrix organisation. Benefits and Cost of Informal Organisations.
- ↳ **Decision-Making:** Phases of Decision-Making. Problem Discovery. Problem Definition. Goal Setting. Developing Alternatives, Evaluating alternative and Making choices, Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Group as Decision- maker. Individual Vs. Group Decision-making.
- ↳ **Management Process:** Plans and Decision Making. Basic Steps in Planning. Operational Plans. Single use Plans. (Policies, Strategies) and standing plans (Projects, Programmes, Budgets). Forecasting.
- ↳ **Organizing:** Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Classical guidelines for delegation and its limitations. Effective Delegation. Factors influencing Decentralisation. Centralisation Vs. Decentralisation.
- ↳ **Communication:** Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within the organizations: Vertical, horizontal, diagonal and informal. Overcoming organisational barriers to communication.
- ↳ **Controlling :** The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective Control System.
- ↳ **Values in Management:** Transnational environment and perspectives of business. Quality of work life ("QWL). Japanese Management Techniques. Search for Excellence. Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management. Self-development and lessons from Ancient Indian Traditions.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) , Write up, Presentation and Participation	30
<b>Total Marks</b>	100

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**REFERENCES:**

1. James F.Stoner, et al. : Management
2. Harold Koontz : Management
3. V.S.P.Rao & P.S.Narayana : Organisations Theory
4. Katz & Kunn : Social Psychology of Organizations
5. Stephen L.Fink, R.Stephen Jenks & Robing D.Willits : Designing & Managing Organizations

6. Amitai Etzioni : Modern Organisations
7. Herbert G.Hicks : The Management of Organisations
8. Hugh J Arnold & Daniel E.Feldm : Organizational Behaviour

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### MAB-112 : ACCOUNTING & FINANCIAL ANALYSIS

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**COURSE OBJECTIVE:** The main objective of this course is to acquaint the students with fundamental concepts and processes of accounting so that they are able to appreciate the nature of item presented in the annual accounts of a firm. Further, it aims at familiarizing the student with those significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements. These tools and techniques form an important part of management planning and control systems. Thus, the course does not intend to make the students expert accountant.

**COURSE STRUCTURE:**

- ↳ **Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).
- ↳ **Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality.
- ↳ **Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.
- ↳ **Financial Statement Analysis:** Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis.
- ↳ **Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Trend percentages and Common size statement. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.
- ↳ **Price Level Changes and Accounting:** Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

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**PATTERN OF EXAMINATION**

	Marks
1. <b>Theory Paper:</b> The examination paper will consist of one objective type question containing ten True or False statements(carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <b>Sessionals:</b> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	100

**REFERENCES:**

1. Guthman : Financial Statements Analysis
2. Myer : Financial Statements Analysis
3. Robert Anthony & Reece : Management Accounting - Text & Cases
4. Morton Backer : Modern Accounting Theory
5. Roy, A.Foulke : Financial Statement Analysis
6. Shukla & Grewal : Advanced Accounts

7. Mukherjee & Roy : Studies in Accounting Theory
8. Jain & Narang : Advanced Accounting
9. Khan & Jain : Management Accounting
10. Bhandari & Kulshrestha : Essays in Accounting
11. Roy G.D. : A Survey of Accounting Ideas
12. Sehgal A., Sehgal D. : Taxman's Financial Accounting
13. Bhattacharya S.K. & Dearden John : Accounting for Management

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## MAB -113 : QUANTITATIVE TECHNIQUES

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### COURSE OBJECTIVE

This Course is designed to develop a deeper understanding of the quantitative techniques, which could be successfully used for improving the quality of managerial decisions. The students will study this course with a generalist approach and avoid the minor details of the topics prescribed hereunder:

### COURSE STRUCTURE:

- **Theory of Probability:** Basic Concepts. Simple, Joint, Conditional and Marginal Probabilities. Addition and Multiplication Theorems. Prior and Posterior Probabilities. Mathematical Expectation and Baye's Theorem.
- **Probability Distributions:** Binomial, Poisson and Normal Distributions, Characteristics of the Normal Curve, Area Property of the Normal Curve. Use of Area Tables.
- **Probability and Decision Making:** Decisions under Certainty, Risk and Uncertainty. Decision Criteria. Minimax, Maximin, Maximax and Baye's Criteria. Certainty Vs. Uncertainty.
- **Construction of Pay-off and Loss Tables:** EMV, EOL, EPUC and EVPI. Expected Value and Utility. Objective and Subjective Probabilities, Decision trees and their application.
- **Programming Techniques:** Formulation of Linear Programming Problems. Simplex Method and its simple applications. Duality in Linear Programming. Primal and Dual.
- **Transportation problem:** Introduction. Initial Solution. North West Corner Rule. Lowest cost method. Vogels approximation method. Optimality Test. Modified distribution method and stepping stone method.
- **Assignment Problem :** Introduction. Hungarian Assignment Algorithm. Maximization and Minimization cases.
- **Markov-Chain Analysis:** With special reference to Brand-switching.

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### PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
Total Marks	100

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### REFERENCES:

1. Thompson, W.W. : Operative Research Techniques
2. Acoff & Susoni M. : Operations Research
3. Levin R.I, Rubin D.S. & Stinson J.P : Quantitative Approaches to Management
4. Cooke, W.P. : Quantitative Methods for Management Decisions
5. Bierman H., Bonini C.P. & Housman, W.H.: : Quantitative Analysis for Business Decisions.
6. Kanti Swaroop : Operative Research
7. Taha, H.A. : Operations Research
8. Hillier, P.S. & Lieberman G.J. : Operations Research
9. Gupta S.P. : Statistical Methods
10. Shenoy G.V., Sherma S.C. & Srivastava U.K. : Operations Research for Management
11. Sharma J.K. : Quantitative Techniques & Operations Research



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**MAB -114 : MANAGERIAL ECONOMICS**


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**COURSE OBJECTIVE :** The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the firm level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

**COURSE STRUCTURE:**

- **Nature and Scope of Economics:** Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.
- **Demand Analysis and Demand Forecasting:** Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.
- **Indifference Curve Analysis:** Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.
- **Cost Analysis:** Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.
- **Market Structure and Product Pricing:** Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.
- **Factor Pricing:** Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.
- **Profit Analysis and profit Forecasting:** Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.
- **National Income:** Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCES:**

1. Peterson & Lewis : Managerial Economics
2. Haynes, Mote & Paul : Managerial Economics
3. Laidler : Introduction to Micro Economics
4. Warren Haynes : Managerial Economics

5. Joel Dean : Managerial Economics
6. Varshney R.L. & Maheshwari : Managerial Economics
7. Dewett : Modern Economic Theory
8. Diwedi D.N. : Managerial Economics
9. Gupta G.S. : Managerial Economics
10. Gupta G.S. : Macro Economics – Theory and Applications

### **MAB -115 : ENVIRONMENT & AGRI BUSINESS MANAGEMENT**

**COURSE OBJECTIVE:** The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business enterprises. Also a exposure to environmental management and ecological issues is oriented in the course.

**COURSE STRUCTURE:**

- ↳ **Introduction:** Concept and characteristics of business environment. An overview of various dimensions of business environment. Relevance of business environment to business.
- ↳ **Economic environment of India:** Pattern of, trends in and development strategies of economic development in India since independence. Role of agriculture in Indian economy. Industrial growth in India. Broad features of India’s industrial policy. Small-scale industries in India – their role in Indian economy and government policy. Role of public and private sectors in the economic development of India.
- ↳ **Economic policies of the government:** Pricing Monetary and fiscal policies in India – their broad features and trends. Participative, regulatory and promotional roles of governments of India.
- ↳ Participative, regulatory and promotional roles of governments of India.
- ↳ **Social and cultural environment in India:** Salient features of Indian society – class and caste structure of Indian society. Secularism in Indian society. Rural urban differences. Joint family system. Business participation in social and cultural affairs.
- ↳ **Political and legal environment in India:** Political institutions in India – Legislature, Executive and Judiciary – A brief review of their functions. Indian constitution – fundamental rights and directive principles and their influences on Indian business. Centre-state relationships.
- ↳ **Law of Contract:** Nature and elements of a contract. Offer and acceptance. Consideration, capacity to contract. Free contract.
- ↳ **Laws relating to sale of goods:** Nature of contract of sale. Condition and warranties. The doctrines of Caveat Emptor. Transfer of ownership.
- ↳ **Company law :** Formation of a company. Memorandum and articles of association. Nature and contents. Relevant provisions of MRTP Act, FEMA, SEBI.
- ↳ **Environment Management System:** EMS Standard. ISO 14000. Environmental auditing. Clearance/ permissions for establishing an industry.
- ↳ **Technological environment in India:** Trends in Technological Environment in India. In House R&D in Indian Industries. Technological collaboration and government policy.

**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	100

**REFERENCES:**

1. N.K. Sharma : Business Environment in India.
2. K Ashwathappa : Essentials of Business Environment
3. F Cherunilam : Business Environment
4. Dutt and Sundaram : Indian Economy
5. A.N. Agrawal : Indian Economy
6. Vatsyanam : Indian Society and Social Institutions
7. N.D. Kapoor : Elements of Commercial Laws
8. N.K. Ubroi : Environmental Management
9. G.N. Pandey : Environmental Management

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### MAB -116 : MARKETING

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**COURSE OBJECTIVE :** The objective of this course is to give the student an insight into one of the most important functions of an enterprise - MARKETING to make him/her acquainted with the major decision areas in the field of marketing.

#### **COURSE STRUCTURE**

- **An Overview of Marketing :** What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.
- **The Marketing Environment :** External and Internal Marketing Environment. Macro and Micro Environment.
- **Marketing Information Systems:** Gathering information for decision making. The information system in marketing and the role of MIS in decision making.
- **Segmenting and Targeting Markets (STP Strategy):** Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.
- **Product Decisions:** Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.
- **Pricing Decisions:** Importance of Price. Pricing objectives. Determinants of price. Setting the right price.
- **Promotion Decisions:** The communication process. Barriers to marketing communications. The role of promotion in the marketing mix. The different elements of the promotion-mix. Factors that affect the promotion-mix. Developing the promotional plan.
- **Distribution Decisions:** Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.
- **Managing Direct and On-line Marketing:** The Growth and benefits of direct marketing. Major channel for direct marketing. E-commerce.
- **Managing the Total Marketing Effort:** Formal vs informal control. How control works. Strategic control. Marketing audit.
- **New Issues in Marketing.**

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#### **PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	100

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#### **REFERENCES:**

1. Phillip Kotler : Marketing Management Analysis, Planning & Control

2. Rosenberg : Marketing.
3. Kotler & Kox : Marketing Management & Strategy
4. Craverns Hills Woodruff : Marketing Management
5. Kotter & Armstrong : Principles of Marketing
6. Stanton & Others : Fundamentals of Marketing
7. Namakumari & Ramaswamy : Marketing Management
8. Panswar J.S. : Marketing in the Era
9. Chhabia & Grover : Marketing Management

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## II Semester

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### MAB -121: ORGANISATIONAL BEHAVIOUR & ETHOS

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**COURSE OBJECTIVE:** The course is intended to develop a basic understanding amongst the students about the ways in which behaviour and performance of individual organisation members influence the performance and effectiveness of the organisation as a whole and also about the ways organisations influence the thoughts, feelings and actions of their members. By understanding how organisations influence their members and how members in turn influence organisations, students may gain a valuable perspective on organisational events.

**COURSE STRUCTURE:**

- ↳ Nature and Scope of Organisational Behaviour: Concept of Organisation, Concept of Behaviour, Concept of Organisational Behaviour. The field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's job.
- ↳ **Perception:** Perceptual Processes. The Role of object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.
- ↳ **Learning:** Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.
- ↳ **Attitudes:** Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.
- ↳ **Motivation:** Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives Worker's Job Maturity.
- ↳ **Transactional Analysis:** Transaction as Unit of Social Interaction, Three Ego States: Parent, Adult and Child. Four Life Positions.
- ↳ **Group in Organisations:** Concept of Group. Group Membership. Group Cohesiveness. Norms, Conformity, Deviance. Group Performance. Group Decision Making.
- ↳ **Intergroup and Organisational Conflict:** Concept of Conflict. Sources of Conflict. Changing views of Conflict: Functional and Dysfunctional. Dynamics of Organisational Conflict. Methods of Managing Conflict.
- ↳ **Creative Processes in Organisations:** Concepts of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate/Culture.
- ↳ **Influence, Power and Authority:** Concept of Influence. Power and Authority, Sources of Power. The Basis of Formal Authority in Organisations.
- ↳ **Leadership:** Concept of Leadership. Trait Approach to Leadership. Behavioural Approach to Leadership. Situational Factors in Leadership. Path-Goal Theory. Leadership Styles. Successful Vs. Effective Leadership. Leadership Vs. Managership. Leadership Vs. Organisational Change.
- ↳ **Management of Job Stress:** The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga & Stress. Lessons from Indian Scriptures for coping with stress.
- ↳ **International Dimensions of Organisational Behaviour:** Concept of Cross-Cultural Management. Variation in work Behaviour Across Cultures. Cross-cultural Communication Barriers. Managing Cultural Diversities.

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PATTERN OF EXAMINATION :

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

**REFERENCE:**

1. Ernest R.Hilgard : Introduction to Psychology	6. V.S.P.Rao & P.S.Narayana : Organisational Theory & Behaviour.
2. Blair J.Kolasa : Introduction to Behavioural Science for Business	7. James,A.F. Stoner & R.Edward Freeman: Management
3. H.Joseph Reitz : Behaviour in Organisations.	8. R.Wayne Mondy, Arthur Sharplin & Edwin B.Flippo : Management : Concepts and Practices.
4. Hugh J.Arnold & Daniel C.Feldman : Organisational Behaviour.	9. Paul Hersey & Kenneth H.Blanchard : Management of Organisational Behaviour- Utilizing Human Resources.
5. Joe Kelly : Organisational Behaviour	

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**MAB 122: FINANCIAL MANAGEMENT**

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The course is designed to provide an understanding of the basic elements, concepts and system of cost accounting and the use of costing information in managerial decision-making. Major topics covered are: An orientation to Cost Accounting: Purpose of Cost Accounting, Elements of cost. Kinds of costing, Classification of Costs: Material, Labour and Overhead Costs; Costing Systems; Marginal Costing; Standard Costing; Variance Analysis; Costing for Managerial Decisions.

Break-Even Analysis: Meaning, Graphic presentation. Managerial uses of Break-even analysis. budgeting.

Capital Structure: Concept, Principles, Criteria of its determination, Trading Equity, Leverages  
Acquisition of funds: External and internal forms of corporate financing. External forms - Shares and Debentures. Internal forms - Ploughing Back of Profits. Forms of dividends  
Working Capital Management: Meaning, Significance and Factors influencing the level of Working capital.

Budgeting: Definition of a budget. Kinds of budgets

Capital expenditure decisions: process of capital budgeting, basic principles in estimating costs and benefits of investments, appraisal criteria -pay back period, average rate of return; net present value, benefit cost ratio, internal rate of return,

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**MAB -123 : RURAL MARKETING**

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Marketing, marketing mix; marketing strategy; marketing in developing economy; planning marketing mix; market segmentation-concept and bases; marketing organisation; marketing research and its applications; determinants of consumer behaviour; models of consumer behaviour and Indian Consumer environment. Product management: Product management process and decisions; product portfolio; product planning system; product life cycle; organising for new product development; new product development and product management-diffusion of innovation, approaches, generation, screening and development of new ideas; evaluation of ideas; test marketing and new product launch; branding and

packaging decisions; management of processing of major farm products. Promotional Management: Promotional scene in India; marketing communication process; planning, managing & evaluations promotional strategy; managing sales promotion; advertising planning and execution; personal selling; sales organisation, managing sales force-selection, recruitment, compensation, monitoring and controlling, planning sales efforts-sales displays, sales forecasting, sales budgets control. Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries; distribution analysis, control and management;

management of handling, storage and transportation of food products; quality management in distribution in distribution system. Pricing Policies and Practices-determinants of pricing, pricing methods: objectives of pricing policy pricing over the life cycle of the product; price discounts and non-price competitions.

Demand and supply scenario of major agro inputs seed, fertilizers, agrochemical tractor and other farm machines, production organisation; new products development and marketing; product introduction; branding and packaging, formulation of marketing strategy, planning, market plan implementation: management of market promotions-advertising, personal selling, sales promotions and publicity, sales force management; management of distribution system; pricing agro inputs; and information system for input marketing.

**COURSE OBJECTIVE:** The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports. They are also expected to learn the basic quantitative and statistical tools of analysis to sharpen their research studies.

**COURSE STRUCTURE:** The course in this paper is divided into two Sections - Section (A) and Section (B). The former relating to the theoretical aspects of Research and the latter relating to tools and techniques of Quantitative and Statistical Analysis. Approximately, 40% of the time will be devoted for Section (A) and 60% for Section (B).

### **Section (A)**

**Meaning and Significance of Research in Management:** Different Approaches to Research. Scientific Method of Investigation. Scientific Method and Non-Scientific Methods. Types of Research. Historical Studies. Case Studies, Survey, Statistical Studies, Experimental Studies and Simulation. Problems of Research in Management. Survey of Literature.

**Formulation of a Research Problem:** Defining a Research Problem. Techniques involved in defining a problem. Research Designs Exploratory Research, Conclusive Research, Experimental and Laboratory Research, Field Investigations. Features of a good Research Design.

**Data Collection Methods:** Primary Vs. Secondary Data. Collection of Primary Data. Observation Method, Collection of Data through questionnaires. Characteristics of a good Questionnaire. Indirect Methods of Data Collection. Selection of Appropriate method of Data Collection. Pitfalls in the use of Secondary data.

**Sampling Techniques** Steps in Sampling. Probability sampling Vs. Non-Probability Sampling. Random Sampling and Stratified Sampling. Judgment Sampling. Size of a Sample. Sampling Errors.

**Scaling concept and its importance in business research studies:** Important Scaling Techniques. Ratings and Ranking Scale Construction of Thurstone and Likert types of Scale and their uses in study of qualitative phenomena in management. Reliability and Validity of Measurements.

**Processing of Research Data and their Analysis and Interpretation:** Editing, Coding, Classification and Tabulation. Application of Computers in processing and analysis of data.

**Research Report and its Significance:** Steps in Report writing. Layout of a Research Report. Types of Research Reports. Citations and Bibliography.

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### **Section (B)**

**Measures of Central Tendency:** Arithmetic Mean, Mode, Median and Geometric Mean. Uses and Limitations of the measures of Central Tendency.

**Measures of Dispersion and skewness:** Range, Mean, Deviation, Standard Deviation and Quartile Deviation. Mean + 3 standard Deviation Concept. Skewness and its Measurement. Symmetrical and Asymmetrical Data. Coefficient of Variation.

**Correlation and Regression Analysis:** Karl Pearson's Co-efficient of Correlation and Spearman's Coefficient of Correlation by Ranking Method. Concept of Regression and the difference between Correlation and Regression. Lines and Equations of Regression. Regression as a Predicting Tool.

**Analysis of Qualitative Data.** Yule's Coefficient of Association.

**Importance of Index Numbers in business studies:** Different methods of constructing Price and Quantity Index Numbers. Fixed Base and Chain Base Index Numbers. Problems of reversibility in Index Numbers.

**Analysis of Time Series:** Components of a Time Series. Determination of secular Trend and Seasonal Variations in business data. Least Squares Method as a Tool for Forecasting.

**Test of Significance and its Designing:** Null Hypothesis and Level of significance. Concept of Standard Error of Mean. Confidence Limits. Large Sample

**Tests of Variables and Proportions:** Student's 't' test in small samples. Application of X<sup>2</sup> test. Testing of coefficients of Correlation. Analysis of Variance. Latin Square Design.

**Introduction** to some basic quantitative methods packages.

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**PATTERN OF EXAMINATION :**

	<u>Marks</u>
1. <u>Theory Paper:</u> The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals:</u> Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<u><u>100</u></u>

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**REFERENCES:**

1. Goods, William, J. & Hatt Paul K.: Methods in Social Research.
2. Young, Pauline V. : Scientific Social Surveys and Research.
3. Karlinger, Fred N. : Foundations of Behavioural Research.
4. Mohsin, S.M. : Research Methods in Behavioural Research.
5. Kothari, C.R. : Research Methodology - Methods & Techniques.
6. Sharma R.D. : Research Methods in Social Sciences.
7. Tandon B.C. : Research Methodology in Social Sciences.
8. Mood, Alexander N. : An Introduction to the Theory of Statistics.
9. Boot and Cox : Statistical Analysis for Managerial Decision.
10. Richard, Leurin : Statistics for Management.
11. Gupta, S.P. : Statistical Methods.
12. Mc Clave, T.T. : Statistical for Business and Economics.
13. Shukla and Gulshan : Statistics.
14. Gupta C.B. : An Introduction to Statistical Methods.
15. Vohra, N.D. : Quantitative Techniques in Management.
16. Mik Wisniewski : Quantitative Methods for Decision Making
17. Diwedi R.S. : Research Methods in Behavioural Sciences

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**MAB -125: Operations Research and Management**

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**COURSE OBJECTIVE:** The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation.

**COURSE STRUCTURE:**

- **Nature and Scope of Operations Management:** Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.
- **Factors governing the location of a Plant:** Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses.
- **Productivity:** Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.
- **Arrow Diagramming and Network Analysis:** PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project.. Resource Allocation through Resource leveling and resource smoothing.



- ➔ **Operations Planning & Control:** Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.
- ➔ **Purchasing Management:** Objectives and Functions of Purchasing. Purchasing cycle. Vendor Rating.
- ➔ **Inventory Management:** Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.
- ➔ **Statistical Quality Control:** Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves.
- ➔ ISO 9000 standards, Total Quality Management (TQM).

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### MAB -126: HUMAN RESOURCE MANAGEMENT

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**COURSE OBJECTIVE:** The basic objective of this course is to make the participants acquainted with the fundamental principles, concepts and problems and practices relating to different areas of Human Resource Management.

#### COURSE STRUCTURE:

- ➔ Human Resources Management:- Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.
- ➔ Human Resource Planning:- Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.
- ➔ Human Resource Acquisition: Meaning of Recruitment . Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.
- ➔ Development of Human Resources: Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.
- ➔ Performance Appraisal: Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.
- ➔ Employee Compensation: Elements of compensation. Factors affecting compensation. Incentive. Job-Evaluation – Meaning and Importance. Methods of Job Evaluation.
- ➔ Discipline and Grievance Management: Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Management of Employees' Grievance.
- ➔ Human Resource Auditing: Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

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#### PATTERN OF EXAMINATION :

	Marks
1. <u>Theory Paper</u> : The examination paper will consist of one objective type question containing ten True or False statements (carrying 20 marks), which are to be ticked with reasons in not more than 50 words. In addition, there will be four alternate sets of questions, out of which one set will be long answer type.	70
2. <u>Sessionals</u> : Class Test/Quizzes (average of 2 best out of 3) Write up, Presentation and Participation	30
<b>Total Marks</b>	<b>100</b>

#### REFERENCES:

1. E.B.Flippe : <i>Principles of Personnel Management</i> . 2. Arun Monappa & S.S.Mirza : <i>Personnel Management</i> . 3. Strause & Sayles : <i>Personnel: The Human Problems of Management</i> . 4. Blum & Naylor : <i>Social Foundation of Industrial Psychology</i> . 5. Tiffin & Mc.Cormic : <i>Industrial Psychology</i> 6. Dale Yoder : <i>Personnel Management &amp; Industrial Relations</i> .	8. De Cenzop, DA & Robbins SP: <i>Human Resource Management</i> (5 <sup>th</sup> Ed. New York, John Wiley, 1994). 9. Guy V & Mattock J : <i>The New International Manager</i> (London, Kogon Page, 1993) 10. Holloway, J Ed. : <i>Performance Measurement and Evaluation</i> (New Delhi, Sage, 1995) 11. Monappa, A & Saiyadain M.: <i>Personal Management</i> (II Ed. New Delhi, Tata Mc-Graw Hill, 1996) 12. Stone, Lloyed and Leslie W Rue: <i>Human Resource and Personal Management</i> (Richard D. Irwin, Illinois, 1984) The list of cases and specific references including recent articles
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7. Aswathappa K.: <i>Human Resource and personal Management</i> (Tata Mc Graw Hill , New Delhi 1997)	will be announced in the class at the time of launching of the course.
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# MASTER OF BUSINESS ADMINISTRATION - AGRIBUSINESS

## III Semester

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### MAB -211 : STRATEGIC MANAGEMENT

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#### **COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of these skills.

#### **COURSE STRUCTURE:**

Introduction - Concept, Characteristics and Dimensions of Strategic Management. Emergence of Strategic Management, Concept in the Corporate World. Forces necessitating the adoption of Strategic Management Concept by foreign as well as Indian Companies. Corporate Strategy - Concept, Components and Functions. Formulating Corporate Strategy for a large enterprise - An overview.

Nature, Components and Significance of Environmental Scanning.

Analysing external environment opportunities and threats - Economic, Technological, Competitive, Political, Social and Cultural.

Corporate Capability Analysis - Nature and Significance of Corporate capability analysis. Analysing corporate capability. Concept and Significance of Synergy. Analysing Synergy for strategy making.

Core competence – Concept of core Competence and its cosmic features. Identifying core competence of a firm. Core Competence and leveraging. Significance of core competence concept in strategy making.

Value Chain Analysis – Concept of Value Chain Analysis. Types of Value Activities. Value Chain Analysis and Linkages. Value System. Significance of Value Chain Analysis in strategy Making.

Setting Corporate Objectives - Concept of Corporate vision, Purpose and Mission. Objectives and goal. Need for setting corporate Objectives. Process of setting corporate objectives. Forces interacting with corporate objectives - External and Internal.

Identifying Strategic Alternatives - Stability strategy. Growth and Diversification Strategy, Mergers and Acquisitions and Retrenchment.

Choice of corporate strategy – CIT, CASCADE and PORTFOLIO MODELS.

Formulating Generic Competitive Strategies

Implementing Corporate Strategy - Corporate Strategy and Corporate Legitimacy. Strategy and Structure

**COURSE OBJECTIVE:**

The first part of the course is designed to familiarize the students with the concepts of entrepreneurship, entrepreneurial functions and the role the entrepreneurs are expected to play in a developing economy. The second part of the course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

**COURSE STRUCTURE:**

**PART A:**

**Entrepreneur & Entrepreneurial development:** Views of economists, Sociologists, psychologists and managers on the making of an entrepreneur. Role of entrepreneurs in socio-economic development of a country. Growth of entrepreneurship in India.

**Entrepreneurial competencies and skills:** Meaning and components of entrepreneurial competencies. Developing competencies.

**Functions of an entrepreneur:** Types of entrepreneurs. Entrepreneur, Intrapreneur and Professional manager.

**Women Entrepreneur:** Concept and functions of women entrepreneurs. Problems of women entrepreneurs. Developing women entrepreneurs – recent trends.

**Factors influencing entrepreneurship :** Individual factors. Environmental factors. Socio-cultural factors. Support systems.

**Entrepreneurial motivation:** Motivation theories. Motivating factors. Achievement motivation.

**Entrepreneurial Mobility:** Factors influencing mobility. Occupational Mobility. Locational Mobility.

**Entrepreneurial Development programmes (EDPs):** Need and objectives of EDP. Course contents of EDP. Phases of EDP. Evaluation of EDP.

**Small Entrepreneurs:** Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs. (Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs). Road Map for setting up a new venture.

**PART B:**

**Concept of a Project & Project Management:** Characteristic features of a project. Project management vs. general management.

Project life cycle and its different phases.

**Project feasibility study:** Market feasibility, Technical feasibility. Financial feasibility.

**Social cost benefit analysis (SCBA):** Basic concepts and rationale of SCBA. Meaning of Shadow price. Identification and quantification of different types of costs and benefits. UNIDO Approach and L.M. approach to SCBA. Social rate and discount. Shadow Price of foreign exchange and shadow price of wage rate.

Prerequisites for successful implementation of projects.

**Evaluation and appraisal of projects:** Project appraisal techniques.

**Project Control:** Reasons for ineffective project control. Technique of project control.

Financing : financing of projects; venture capital

Preparation of project proposals. Case studies.

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### MAB -213 Rural Banking & Financial Services

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**Introduction :** The Role Of Money And Financial Systems, Money And The Payments System, Overview Of Financial System.

- ↳ **The financial system and interest rate determination:** interest rates and rates of return, saving investment and interest rate determination, risk and interest rates, exchange rates and interest rates.
- ↳ **The money supply process and monetary policy:** the money supply process, measuring money and monetary aggregates, changes in monetary base, monetary policy tools.
- ↳ **The financial system and the macroeconomy:** the demand for money, aggregate demand and aggregate supply, financial institutions and macroeconomy, inflation: causes and consequences.
- ↳ **Saving ,investment and interest rates determination:** saving and investment, saving decisions by households, investment and borrowing decisions by firms, determining the real interest rate. Equilibrium in lending and borrowing, government saving and the real interest rate. call rate, repo, reverse repo, interest rates in India.
- ↳ **Theoretical basis of banking operations :** financial analysis of banks, financial management in banks, liabilities of banks, banking assets. Banking innovations. banks as financial intermediaries, banks profits, bank failure, relationship between savers and bankers, relationship between banks and borrowers,
- ↳ management of funds-sources: costs of fund, management of borrowed funds, management of owned funds.
- ↳ management of funds-investments: investments in foreign exchange, investments in fixed and other assets, investment in treasuries and securities, short term investments.
- ↳ risk management : risk management an overview, asset liability management,operational risk management, credit risk management,
- ↳ **The banking industry in India:** overview and development, government intervention, universal banking, banking laws and regulations. regulatory and promotional institutions : RBI and SEBI.
- ↳ **Banking institutions in India :** commercial banks, cooperative banks.
- ↳ Merchant Banking and Allied Services: Advisory and consultancy Services,Project Finance services,Corporate Finance and other Financial Services, Stock Broking Services, Issue Management Services, insurance and pension funds.
- ↳ **Marketing of Banking Services:** consumer behaviour in relation to financial services, banking product and services, attracting and retaining bank customers, distribution, pricing and promotions strategy for banking services, Marketing Strategies for Mutual Funds, Marketing of Pension Funds, Marketing of Insurance Services
- ↳ **International Banking Management :** International Banking : An overview, Legal and Regulatory Framework, International Banking Operations Management, Risk Management in International Banking. Globalisation and its Impact on Financial Services Markets
- ↳ Overview of rural financial agencies in India, Role of RBI, NABARD, Commercial Banks and RRBs in Rural Finance.

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**MAB -214 8-weeks Practical Training.**

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**MASTER OF BUSINESS ADMINISTRATION - AGRIBUSINESS****IV Semester**

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**MAB -221 : SEMINAR IN RURAL DEVELOPMENT AND AGRI BUSINESS**

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**COURSE OBJECTIVE:**

The present course is intended to provide the students an opportunity to apply their theoretical knowledge of concepts, principles, tools and mechanism of strategic management acquired in the preceding semester in the resolution of real life problems facing top management through case discussions.

**COURSE STRUCTURE**

This course will primarily be handled through discussion of real life cases. However, a few introductory lectures will be delivered.

**A. Lectures will be delivered on the following aspects**

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; linkages among sub-sectors of the agri-business sector; economic reforms and Indian agriculture, impact of liberalization, privatization and globalization on agri- business sector; emerging trends in production, processing, marketing and exports; policy controls and regulations relating to industrial sector with the specific reference to agro-industries in agri-business enterprises; Agri-business policies -concepts, formulations price and marketing policies; public distribution system and new dimensions in agribusiness environment and policy. rural development and shg

Agriculture food security, socially disadvantaged groups, labour welfare and social security, food and nutritional security, enhancing electricity access in rural areas, communication, biotechnology development strategy. Self help group: objectives and structure, role of SHG in rural development. Case study

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**MAB -222 : DISSERTATION**

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**MAB -223 : Viva Voce**

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## MASTER OF BUSINESS ADMINISTRATION - AGRIBUSINESS

### ELECTIVE PAPERS

#### Group A: AGRIBUSINESS MARKETING

#### III Semester

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#### **MAM -215 Computer Application, MIS and e-Commerce**

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#### **COURSE OBJECTIVE:**

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

#### **COURSE STRUCTURE:**

##### **Section - (A) :**

##### **COMPUTER APPLICATIONS (Weightage - 60%)**

**Evolution of Computers:** Introduction to Computer Hardware and Software. Basic of operating systems with exposure to UNIX, and WINDOWS.

**Use of computers in business organizations:** Impact of computers on Indian society. Popular office use of computers – one package each of word processing, and electronic spreadsheet.

**DBMS:** Relevance and types of Data Base Management Systems. relational database management system (RDBMS): A BRIEF OVERVIEW

##### **Section - (B):**

##### **MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)**

**Concept of MIS:** Role of MIS in Managerial decisions making. Computerized MIS and its advantages.

**Organizational aspects of Computerized Data Processing:** Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.

**System Analysis and Design:** System Life Cycle. Data Flow Diagram (DFD).

##### **Enterprise resource planning, eCRM.**

**Business Process Re-engineering:** Introduction to BPR, Theory of business process, BPR and ERP. Relevance of BPR in Indian Scenario: Indian management ethos

**E-Commerce.** Legal issues in e-commerce: the information technology act 2000: introduction , main features, broad scheme of the act, terminology.

**Legal implications:** security concept; legal definitions; intellectual property rights.

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**MAM -216 Supply Chain Management in Agribusiness:**

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Principles of supply chain ,customer focus in supply chain management, supply chain performance, supply chain drivers and metrics, designing distribution networks and application to e-business, network design in supply chain, demand forecasting in supply chain, aggregate planning in supply chain, planning supply and demand in supply chain, managing predictable variability, managing economies of scale in supply chain, managing uncertainty in supply chain, determining the optimal level of product availability, transportation in supply chain, sourcing decision in supply chain, pricing and revenue management in supply chain, coordination in supply chain , information technology in supply chain, Models for SCM Integration, Logistics Inbound and outbound, organization for global market, Strategic SCM, IT Enabled SCM, Performance Measurement & Evaluation of SCM, Cost analysis and SCM, Emerging trend: SCM in service organization, Design for SCM and Greening the Supply Chain, Future trends and issues.

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**MAM-217 Retail Management**

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Introduction to retailing: definition and scope of retailing, evolution of retailing,: organized retail in abroad and India ; theories of retail development; emergence and transformation; contribution of retailing to Indian economy; FDI in retail sector. Growth Strategies,strategic retail planning process

Opportunity analysis: retailing environment; economic environment; socio-demographic change; technological environment; changing expenditure and shopping pattern; legal and ethical issues.

Retail format and location: retail formats, super markets, hyper markets, departmental stores, convenience store; retail categories : food, banking, health services; retail institutions categorized by ownership : independent, franchising, leased, vms; non store retailing: direct marketing, vending machines; e-retailing.

Site selection : developing location strategy; evaluating trading area; researching the proposed trading area; defining the catchment area; estimating demand in new location.

Buying behaviour : consumer needs and desires; customer observations; motive for shopping; store choice; factors influencing retail shopper; customer decision making; Indian reality.

Shopper segmentation: identifying best customers; converting good customers into best customers.

Servicing the retail customer: concept of customer service; perceived service; measuring the gap in services; knowing what customers wants-delivering gap; CRM in retail.

Retail strategies: positioning of retail outlet; developing a retail brand strategy; co-branding and luxury brands; retail audit; legal and ethical issues.

Retail Mix: Atmospheric, Promotional Communication mix, Pricing, Product Merchandise.

Retail Operations: Monitoring and controlling retail operations, organisation structure and management of human resource,Financial Management Issues in retailing, sourcing. Technology in retailing.

Marketing research for retailing



## IV Semester

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### **MAM -224 Marketing Of Services**

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Concepts of services marketing: understanding services phenomenon; role of services in economy; services characteristics and marketing implications; challenges in service marketing. knowledge of buyers;

marketing mix in services: extended marketing mix for services; strategic issues in services marketing : the service encounter; consumer behaviour in services marketing; differentiation and positioning of services; obligation and duties of service provider; service tax provisions .

service quality and demand : introduction to service quality- dimensions of total quality ; controlling quality of services; demand management and productivity; service quality; service strategies.

Tourism and travel services: hotel marketing; airlines services marketing; travel services marketing

Financial services ; marketing of insurance services; bank marketing ; portfolio management services marketing; factoring services marketing; mutual funds marketing.

Media services marketing: media services marketing; newspaper marketing; broadcasting services marketing.

Education and extension services: education services marketing; training services marketing; agricultural extension services marketing.

Professional services:

Consultancy services marketing; advertising services marketing; marketing of research services.

Public services: social services marketing. NGOs, International Trade in Services

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### **MAM-225 INTERNET MARKETING**

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Framework for internet marketing: introduction; the digital world; networks; web business models.

Online marketing themes: customer support and online quality; personalization; new product development and the net; traffic and brand building; online community; pricing and the online world; e-commerce.

Implementation and organization: internet marketing plan; organizing for the net; e-chauपाल, e-CRM, B2B marketing.

Electronic Commerce and Banking: An overview, Electronic Banking and IT in Banks. IT Applications in Banking Sector, Enabling Technologies in banking. Security and control systems, planning and implementations of information systems. electronic fund management, electronic banking, computer based information system for banks. Virtual Banking, Electronic Money and Payment Systems, Integrated Communication Networks for Banks. Security and Control Aspects of Emerging Banking Technologies, System Audit and Computer Crime.

Designing and Implementing Computerisation in Banking Sector, Data Warehousing and Data Mining, Information Systems Resource Management.

Impact of Information Technology on Business and Economy, Impact of IT on Money, Impact of IT on Government, Impact of IT on Media and Entertainment, Strategic Issues and IT, International Business and IT.

**Course Objective:**

This course is designed as an advance course in marketing. It is concerned with how to identify the key issues and important factors in selecting and developing a marketing strategy. It introduces the students to the approaches and problems of marketing decision-making. The course will be largely conducted through discussions of topics and various cases.

**COURSE STRUCTURE:****Strategic Marketing:**

Marketing - strategic challenge. The Marketing concept. Strategic Marketing Planning. The strategic marketing plan.

**Marketing Situation Analysis:**

Defining and analyzing markets. Defining product-markets. Analyzing product markets. Forecasting.

**Analyzing Consumer and Organizational Buyers:**

Types of buyer behaviour. Buyer decision making. Influence on consumer buyers. Organizational buyer behaviour. Influence on organizational buying.

**Market Target Strategy:**

Market Targeting Options. Steps in selecting a Market. Targeting Strategy. The basis of segmentation.

**Marketing Program Positioning Strategy:**

Setting marketing objectives. Choosing a positioning strategy.

**Product Strategy:**

Strategic role of product decisions. Product strategy. Branding strategy. Product Life Cycle Analysis. New product planning.

**Price Strategy:**

Strategic role of price. Guide to strategic price planning. Selection of a price strategy.

**Distribution Strategy:**

Strategic role of distribution. Distribution functions. Strategic alternatives. Selecting a channel strategy.

**Promotion and Advertising Strategies:**

The communication process. Promotion components. Promotion Strategy. Budgeting and Mix strategies. Advertising Strategy. Developing a personal selling strategy.

## Group B: AGRIBUSINESS FINANCIAL MANAGEMENT

### III Semester

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#### MAF-215 Computer Application, MIS and e-Commerce

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##### **COURSE OBJECTIVE:**

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

##### **COURSE STRUCTURE:**

##### **Section - (A) :**

##### **COMPUTER APPLICATIONS (Weightage - 60%)**

**Evolution of Computers:** Introduction to Computer Hardware and Software. Basic of operating systems with exposure to UNIX, and WINDOWS.

**Use of computers in business organizations:** Impact of computers on Indian society. Popular office use of computers – one package each of word processing, and electronic spreadsheet.

**DBMS:** Relevance and types of Data Base Management Systems. relational database management system (RDBMS): A BRIEF OVERVIEW

##### **Section - (B):**

##### **MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)**

**Concept of MIS:** Role of MIS in Managerial decisions making. Computerized MIS and its advantages.

**Organizational aspects of Computerized Data Processing:** Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.

**System Analysis and Design:** System Life Cycle. Data Flow Diagram (DFD).

##### **Enterprise resource planning, eCRM.**

**Business Process Re-engineering:** Introduction to BPR, Theory of business process, BPR and ERP. Relevance of BPR in Indian Scenario: Indian management ethos

**E-Commerce.** Legal issues in e-commerce: the information technology act 2000: introduction , main features, broad scheme of the act, terminology.

**Legal implications:** security concept; legal definitions; intellectual property rights.

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**MAF -216 : Derivatives market**

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Derivative: introduction to derivatives, meaning, types and uses. The need for derivative markets, characteristics of forward transactions, characteristics of derivative market instruments, rights and obligations of buyers and sellers. Hedging and risk sharing. Effects of derivative markets on the financial system.

Futures :; futures market; forward and futures prices; interest rate of futures.

Swaps and options: swaps; options markets; option trading strategies.

Derivative pricing methodologies: the black-scholes analysis; options on stock indexes; currencies and futures contracts; general approach to pricing derivatives; market risk management;

Derivatives in India: prospects and policies. commodity trading in India

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**MAF - 217 : SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

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**COURSE OBJECTIVE:**

The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

**COURSE STRUCTURE:**

- **Introduction to investment and securities:** Meaning of investment. Investment and speculation. Investment and gambling. Investment objectives. The investment process. Investment alternatives – Negotiable securities, equity shares, preference shares, debentures, bonds, government securities, money market securities – Treasury bills, commercial paper, certificate of deposits. Non-negotiable securities – Bank deposits, Post Office deposits, NBFC deposits, Tax sheltered schemes, PPF, NSS, NSC, LIC, UTI, Mutual funds; real assets, real estate, art and antiques.
- **Primary market and secondary market:** Relationship between primary and secondary market. Functions of primary market. Parties involved in new issues – Managers, Registrars, Underwriters, Bankers, Statutory Agencies. Private, placement bought out deals.. Functions of stock exchanges. . Settlement cycle. Carry forward system. Over the counter exchange of India (OTCEI). Listing of securities.
- **Regulatory framework:** Securities and Exchange Board of India - Origin, functions, organization and activities. Dematerialization process and re-materialization process. National Securities Depository Ltd. (NSDL) and Central Depository Services Ltd. (CDSL). Stock Market Indices – BSE sensex, NSE 50 (NIFTY). S & P CNX 500, IRDA.
- **Risk :** Definition. Types – Systematic – market risk, Interest rate risk, purchasing power risk. Unsystematic risk – Business risk, financial risk. Measurement of Risk.
- **Valuation of securities:** The three step process of valuation – economic analysis, industry analysis, company analysis. General framework of valuation. Value – price relationship. Valuation of fixed income securities. Valuation of preference shares and valuation of equity shares.
- **Efficient market theory:** Fundamental Analysis – Economic analysis. Industry analysis. Company analysis. Financial analysis. Earning of the company. Growth in earnings. Technical analysis. Tools of technical analysis.
- **Portfolio Analysis:** Traditional portfolio analysis. Effects of combining securities.
- **Portfolio selection:** Risk and investor preferences. Constructing the best portfolio. Sharpe simple portfolio optimization. Significance of 'Beta' in portfolio, traditional portfolio selection.
- **Capital Market Theory:** Capital market theory (CAPM). CAPM and the real world. Arbitrage pricing theory.

## IV Semester

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### MAF -224 : Micro Finance

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**Financial institutions** : types of financial institutions, securities market institutions, investment banking, secondary markets, investment institutions: mutual funds, finance companies, contractual savings: insurance companies. Pension funds, depository institutions : commercial banks, government financial institutions. financial institutions and monetary policy.

**Micro-finance** : Definition and characteristic, Micro-finance interventions as effective tools for poverty alleviation. Micro-finance Institutions (MFIs) in India. Role of MFI to provide financial services to rural poor. MFI operations , scope of activities. MFIs and concessional funding. The tools and techniques of MFI, Financial Inclusion : Emerging Trends in Micro Finance.

**Rural Financial Services:** Role of financial services in rural livelihood promotion, Basic concepts about rural finance, Principals of credit appraisal, Inter-linked credit transactions, Transaction cost of borrowing and lending, Arrears and defaults. Need for micro-savings services, Micro-insurance, Overview of rural financial agencies in India, Role of RBI, NABARD, Commercial Banks and RRBs in Rural Finance, Micro credit and self-help groups, Best practices in rural finance, Models of rural financial services, Monitoring and evaluation of rural credit projects.

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### MAF - 225 : International Trade in Agricultural Products

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The course focuses on theoretical and applied issues in international trade as applied to trade in agricultural and food products. The course aims to familiarize the participants with basic principles, policies and applied issues in international finance and trade with emphasis on agriculture. The course involves use of tools and concepts to enhance analytical and decision-making skills to compete successfully in the global agribusiness sector.

**Global Financial Environment:** Objective of financial management in a multinational corporation, functions of international financial management. International monetary system. Political risk – concept, management of political risk.

**Forex:** Foreign exchange markets, exchange rates, exchange rate theories –Purchasing Power parity(PPP), Balance of Payments theory, Stable and flexible exchange rate.

**International Financing Decisions:**

Euro-money and Eurobond Markets. Size of the Euro currency market. Growth of Euro Dollar market. Instruments and rate of Euro Currency Markets. Creation of Euro deposits. Syndicated Eurocurrency loan Market. International Bond Markets, Multi-currency bonds and their types. Rationale for multi currency bonds.

**International Equity markets:** Foreign equity market and their comparative performance. Recent developments and innovations in international capital markets. Recent developments in the Euro bond market. New financial instruments.

Overview of World Agricultural Trade, India's Performance in Agricultural Exports and Imports, Theoretical Foundation of International Trade, Trade Policies of Importing and Exporting Countries, Trade Barriers, Market Size, Familiarization with Harmonized System of Codes and International Trade Databases, Importance of Cultural Factors in International Trade, International Market Entry Strategies, Preparation For Export Price Quotation, Letter of Credit and Other system of payment, Political Economy and Indian Trade Policy for Agricultural Products, European Union's Common Agricultural Policy (CAP) and U.S. 2002 Farm Bill, Competitiveness in Global Food Economy, Operational Issues for the Starting up an Export

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**MAF -226 SEMINAR IN AGRIBUSINESS FINANCE**

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**COURSE OBJECTIVE:** The objective of this course is to integrate and apply the knowledge and skill acquired in the other papers in the Finance group in resolving the real life problems. The method of teaching will essentially be case discussions. Accordingly, students will be required to present their views and comments for class discussions on the case problems assigned to them by the instructor.

**COURSE STRUCTURE:**

Interface of Financial Policy and strategic management.

Share-holder value creation.

The economic value added approach, value creation strategies.

Corporate Governance – concept, devices for containing agency costs, legal provisions and code.

Corporate governance in developed world. Corporate governance in India.

Cases pertaining to different aspects of financial management.

## Group C: HUMAN RESOURCE MANAGEMENT

### III Semester

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#### MAH -215 Computer Application, MIS and e-Commerce

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#### **COURSE OBJECTIVE:**

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

#### **COURSE STRUCTURE:**

##### **Section - (A) :**

##### **COMPUTER APPLICATIONS (Weightage - 60%)**

**Evolution of Computers:** Introduction to Computer Hardware and Software. Basic of operating systems with exposure to UNIX, and WINDOWS.

**Use of computers in business organizations:** Impact of computers on Indian society. Popular office use of computers – one package each of word processing, and electronic spreadsheet.

**DBMS:** Relevance and types of Data Base Management Systems. relational database management system (RDBMS): A BRIEF OVERVIEW

##### **Section - (B):**

##### **MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)**

**Concept of MIS:** Role of MIS in Managerial decisions making. Computerized MIS and its advantages.

**Organizational aspects of Computerized Data Processing:** Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.

**System Analysis and Design:** System Life Cycle. Data Flow Diagram (DFD).

##### **Enterprise resource planning, eCRM.**

**Business Process Re-engineering:** Introduction to BPR, Theory of business process, BPR and ERP. Relevance of BPR in Indian Scenario: Indian management ethos

**E-Commerce.** Legal issues in e-commerce: the information technology act 2000: introduction , main features, broad scheme of the act, terminology.

**Legal implications:** security concept; legal definitions; intellectual property rights.

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**MAH -216 : LABOUR LEGISLATION**

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**COURSE OBJECTIVE:**

The Objective of this course is to familiarize the students with the provisions of selected labour laws and to make them understand the relevance and importance of these laws in the management of human resources in business organizations.

**COURSE STRUCTURE**

**Industrial and Labour Legislation in India:** A brief resume of the Evolution and Development of Labour Legislation in India. Definition, Scope and Need for Industrial Legislation. Evolution and Development of Industrial Legislation in India.

**Factories Act:** Definitions, Approval, Licensing and Registration of Factories, Inspecting Staff and their Powers, Sanitary Conditions, Safety of Workman; Welfare of the Workers; Working hours of adults, Employment of Women and young Persons, Leave with Wages.

**Payment of Wages Act:-** Definitions, Kinds of Deductions which may be made from wages; Conditions as to when and how above Deductions can be made; Prevention and Recovery of Wrongful Deductions, Penalties, Contracting out.

**Payment of Bonus Act:** Objectives of the Act, Applicability of the Act, Definitions, Liability for the Payment of Bonus, Eligibility for Bonus, Rate of Bonus, Payment of Bonus.

**Employees' State Insurance Act:** Definition, The Employee State Insurance Corporation, The Employee State Insurance Fund, General Provisions Regarding Benefits, Employees' Insurance Court.

**Employees' Provident Fund Act:** Scope and Applications, Definitions, Administration of the Schemes, Powers of the Provident Fund Commissioner, Powers of the Inspectors, Membership of the Fund, Contributions to the Fund, Payment of Contribution, Duties of Employer, Nominations, Payment and Withdrawal from the Fund, Employees' Pension Scheme.

**Payment of Gratuity Act:** Definitions, Controlling Authority, Payment of Gratuity, Power of Exempt, Nominations, Determinations of the Amount of Gratuity, Recovery of Gratuity, Protection of Gratuity.

**Workman's Compensation Act:** Definitions, Rules Regarding Workmen's Compensation, Amount of Compensation, Commissioners,

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**MAH -217 : MANAGEMENT OF INDUSTRIAL RELATIONS**

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**COURSE OBJECTIVE :**

The Course intends to educate and create awareness among the participants about various aspects of Industrial Relations and thus equip them to handle this delicate subject with maturity, objectivity and understandings.



## **COURSE STRUCTURE**

- ↳ Industrial Relations: Conceptual Framework: Concept of Labour and Management and their Role in Modern Economic System. Concept of Industrial Relations and its Scope. Factors affecting industrial relations Approaches to Industrial relation Prerequisites of successful industrial relation Programme.
- ↳ Evolution of Industrial Relations: Industrial Relations in India - A Historical Resume. A Critical Evaluation of the Industrial Relations Scheme in India.
- ↳ Collective Bargaining: The Concept of Collective Bargaining and its Usefulness as a Mechanism of the settlement of Industrial Disputes. Principles of effective bargaining Contents and forms of collective bargaining Pre-requisites of the effective Collective Bargaining. Collective Bargaining in India - Its Dominant Features.
- ↳ Workers Education in India: The Concept, Content and Significance of Workers' Education. Schemes of Workers' Education in India: Objectives, Implementation and Problems. Present Scene of Workers' Education in India - A Critical Evaluation.
- ↳ Workers' Participation in Management: Workers' Participation in Management: Concept, Objectives, Forms and Significance. Schemes of Workers' Participation in Management: Contents, Functioning and their Evaluation.
- ↳ Trade Union Act 1926: Objectives of the Act. Definition of a Trade Union, Registration of a Trade Union, Duties and liabilities of a registered trade union. Rights, Privileges, Obligations and Liabilities of a Registered Trade Union. Strikes and Lockouts; Lay off and Retrenchment.
- ↳ Industrial Dispute Act 1947: Definition and causes of disputes. Settlement of industrial disputes

## **IV Semester**

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### **MAH - 224 : MANAGEMENT OF CHANGE AND ORGANIZATION DEVELOPMENT**

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#### **COURSE OBJECTIVE:**

The basic objective is to acquaint the students with the concepts underlying organizational change and development and to prepare them as organizational change facilitator using the knowledge and techniques of behavioural sciences.

#### **COURSE STRUCTURE:**

Organization Change - An overview.

Approaches to Problem Diagnosis.

Some major techniques of planned change.

Steps in Organization Development, General Organization Development competencies, Organization Development Skills, Designing Interventions – Interpersonal, Team, Inter-group and System.

Evaluation of Organization Development, Ethics of Organization Development Professional, Future of Organization Development.

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**MAH -225: HUMAN RESOURCE DEVELOPMENT : STRATEGIES AND SYSTEMS**

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**COURSE OBJECTIVES:**

The purpose of this course is to facilitate an understanding of the concepts, methods and strategies for HRD.

**COURSE STRUCTURE:**

Field of HRD- Concepts, goals, challenges.  
HRD Climate and practices in India.  
Staffing HRD function.  
Developing HR strategies.  
HRD system design principles.  
Design and administration of select HRD systems.  
HRD for workers.  
HRD interventions.  
HRD approaches for coping with organizational changes.  
Case studies of HRD in Indian organizations.

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**MAH - 226 : SEMINAR IN HUMAN RESOURCE MANAGEMENT**

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**COURSE OBJECTIVE:**

This course is designed as an advanced course in Human Resource Management. It integrates and apply the knowledge and skills acquired in the compulsory course of Human Resource Management and other electives in the Human Resource Management Group. The course will be largely conducted through discussions of topics and various cases. In this discussion the special emphasis will be on leadership, a role for which the students are developing themselves.

**COURSE STRUCTURE:**

1. Strategic Human Resource Management : Nature of strategies and strategic management.  
Role of HRM in Strategic Management and its formulation.
2. Challenges of Human Resource Management.
3. Learning Organization
4. Knowledge creation and management
5. Virtual organizations and role of information technology in HR activities
6. Emerging Trends in Human resource management and development

## Group D: AGRIBUSINESS OPERATIONS MANAGEMENT

### III Semester

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#### MAO - 215 Computer Application, MIS and e-Commerce

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##### **COURSE OBJECTIVE:**

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

##### **COURSE STRUCTURE:**

##### **Section - (A) :**

##### **COMPUTER APPLICATIONS (Weightage - 60%)**

**Evolution of Computers:** Introduction to Computer Hardware and Software. Basic of operating systems with exposure to UNIX, and WINDOWS.

**Use of computers in business organizations:** Impact of computers on Indian society. Popular office use of computers – one package each of word processing, and electronic spreadsheet.

**DBMS:** Relevance and types of Data Base Management Systems. relational database management system (RDBMS): A BRIEF OVERVIEW

##### **Section - (B):**

##### ↗ **MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)**

↗ **Concept of MIS:** Role of MIS in Managerial decisions making. Computerized MIS and its advantages.

↗ **Organizational aspects of Computerized Data Processing:** Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.

↗ **System Analysis and Design:** System Life Cycle. Data Flow Diagram (DFD).

↗ **Enterprise resource planning, eCRM.**

↗ **Business Process Re-engineering:** Introduction to BPR, Theory of business process, BPR and ERP. Relevance of BPR in Indian Scenario: Indian management ethos

↗ **E-Commerce.** Legal issues in e-commerce: the information technology act 2000: introduction , main features, broad scheme of the act, terminology.

↗ **Legal implications:** security concept; legal definitions; intellectual property rights.

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#### MAO-216 Agricultural Food Policy Analysis:

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Agricultural and Food Policy Analysis is an important process which, deals with the public measures that can be taken to influence the competitive structure, operation and performance of one of our largest industries. Basic foundations of agri-food policy, comparative policies and the policy process, regulatory and conducive environment for agribusiness operations. Impact of policy actions in agriculture on farmers' incomes, activities of agro-based organizations, the well being of consumers, the economic viability of rural communities, the quality and sustainability of agricultural resources.

**COURSE OBJECTIVE:**

The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations; cost reduction techniques in Pre-purchase, purchase and Post purchase systems; modern material planning and delivery systems like MRP and JIT and material handling and logistics systems.

**COURSE STRUCTURE:**

- ↳ Importance, objectives and functions of Material Management. Organizational structure for material management.
- ↳ Materials Planning: Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.
- ↳ Purchasing: Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.
- ↳ Warehousing: Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.
- ↳ Cost reduction methods: Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.
- ↳ Inventory control: Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

## IV Semester

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### **MAO-224 Logistics & Transportation Management**

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#### **COURSE OBJECTIVE:**

The course is designed to acquaint the students with the key elements and techniques of logistics and transportation as also the information system associated with logistics and transportation.

#### **COURSE STRUCTURE:**

##### PART A :

- ✓ Introduction to Logistics and its interface with production and marketing.
- ✓ Scope & economic significance of Logistics
- ✓ Key elements of Logistics. Location. Warehouse. Distribution centers. Transportation. Communication, inventory.
- ✓ Measures of logistics. Physical distribution and logistics. Facilities and services. Inventory management decisions. Dispatch and Routing decisions & models. Analytical frameworks underlying logistics problems. Logistics audit and control. Packaging and materials handling.
- ✓ Logistics system analysis and design. Logistics information system & its relation to the logistics environment
- ✓ Future direction in Logistics.

##### PART B:

- ✓ Growth of urbanization and problems of transportation.
- ✓ Transportation systems – Planning, Operation and management.
- ✓ Trip generation and distribution. Load planning. Transportation modes and their selection.
- ✓ Sequential travel demand forecasting models.
- ✓ Future developments in transportation

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### **MAO-225 Quality Management in Agribusiness:**

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Due to changing consumer requirements, increased competition, environmental issues and governmental interests, food quality management is increasingly becoming important. The course aims to equip students with the necessary skill to recognize, analyze and understand factors in the agri-food processes and in the agri-food chain that influence the quality of agri-food products. This course will enable them to describe, develop and evaluate processes of quality design, quality control and improvement, and to understand and integrate management aspects (e.g. sales and marketing) and technological aspects (e.g. product development, process design, control measures).

**Major topics covered under course are:** The importance of quality and the role of quality assurance in agribusiness, The quality control process and its relevance, Quality grades and standards: overview and relevance, benefits to consumers, producers and food processors, Food grades and standards for various food commodities; cereals, fruits and vegetables, meats, poultry products, Review of statistics relevant to quality control, Quality control charts used in the food industry, Process control to assure food quality, , Food quality standards and world food trade; how differences in quality regulations in different countries impact world food trade.

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**MAO-226 SEMINAR IN AGRIBUSINESS OPERATIONS**

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**COURSE OBJECTIVE:**

The objective of this course is to integrate and apply the knowledge and skill acquired in other papers of operations Management in resolving real life problems. The method of teaching will essentially be case discussion. Accordingly students will be required to present their views through discussions on the case problems assigned to them.

**COURSE STRUCTURE:**

Total Quality Management (TQM) and cases relating to TQM.

Business Process Re-engineering (BPR) and cases pertaining to BPR.

Just in time (JIT) and cases pertaining to JIT.

Total productive maintenance (TPM) and cases pertaining to TPM.

Goal programming techniques and its applications in Operations Management.

Simulation and its application in Operations Management

## Group E: INFORMATION TECHNOLOGY

### III Semester

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#### MAI-215 Computer Application, MIA and e-Commerce

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##### COURSE OBJECTIVE:

The objective of this course is to acquaint the students with the latest trends in information technology. This course will also provide an orientation about the increasing role of management information system in managerial decision making with the help of computers and how information is processed, stored and retrieved.

##### COURSE STRUCTURE:

###### Section - (A) :

###### ➤ **COMPUTER APPLICATIONS (Weightage - 60%)**

➤ **Evolution of Computers:** Introduction to Computer Hardware and Software. Basic of operating systems with exposure to DOS, UNIX, and WINDOWS.

➤ **Use of computers in business organizations:** Impact of computers on Indian society. Popular office use of computers – one package each of word processing, and electronic spreadsheet.

➤ **DBMS:** Relevance and types of Data Base Management Systems. relational database management system (RDBMS): A BRIEF OVERVIEW

###### ➤ **Section - (B):**

###### ➤ **MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)**

➤ **Concept of MIS:** Role of MIS in Managerial decisions making. Computerized MIS and its advantages.

➤ **Organizational aspects of Computerized Data Processing:** Office Automation System (OAS). Decision Support Systems (DSS). Executive Support Systems (ESS). Expert Systems.

➤ **System Analysis and Design:** System Life Cycle. Data Flow Diagram (DFD).

➤ **Enterprise resource planning, eCRM.**

➤ **Business Process Re-engineering:** Introduction to BPR, Theory of business process, BPR and ERP. Relevance of BPR in Indian Scenario: Indian management ethos

➤ **E-Commerce.** Legal issues in e-commerce: the information technology act 2000: introduction , main features, broad scheme of the act, terminology.

➤ **Legal implications:** security concept; legal definitions; intellectual property rights.

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#### MAI-216 Customer Relationship Management

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➤ **Relationships with customer-** the importance of customer relationship, the customer development process.

➤ Identifying and measuring customer related factors: customer performance factors; customer focus factors.

➤ Implementation of CRM- phase I –preparation; phase II- diagnosis; Phase III – decisions; phase IV- rollout; phase V – audit.

➤ eCRM and its dimensions

➤ The Impact of CRM, Customer Management Process CRM as Customer Intelligence Solution, Performance Indicators of CRM solution, Customer Acquisition Intelligence, Sales Intelligence, Marketing Intelligence, Market Segment Intelligence, Customer Empowerment, Customer Retention, Customer Growth Case Studies : CRM for Creating Competitive Advantage, Integrating CRM with Data Warehouses, A CRM Product Features.

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**MAI-217 Electronic Commerce - Technology and Applications**

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**COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with the various aspects of E-commerce and there by developing their deeper understanding of the digital market place.

**COURSE STRUCTURE:**

- ↳ Introduction and concepts: Network and commercial transactions. The internet environment. Intranet and Extranet. Online commercial solutions.
- ↳ Types of E-commerce applications: Business to Business, Business to Consumer etc.
- ↳ Security technologies: Why the internet is un-secure. A brief introduction to various security measures.
- ↳ Electronic payment methods: Updating traditional transactions. Secure online transaction models. Online commercial environments.
- ↳ Protocols for the public transport of private information: Security protocols. Secure Hypertext Transfer Protocol. Secure sockets layer. Secure electronic transaction (SET).
- ↳ Electronic Commerce Providers: Online commerce options. Profiles of selected Indian and foreign companies offering tools or products for electronic commerce.
- ↳ Electronic Payment systems:
- ↳ Digital payment systems. Cyber Cash.
- ↳ Online commerce environment: Servers and commercial environments. Netscape. Netscape product line. Microsoft open market.
- ↳ Digital currencies: How digital currency can work. Digicash eCash trail. Using eCash. Smart Cards. Electronic Data interchange (EDI).
- ↳ Strategies, Techniques, and tools: Internet strategies, internet techniques . Internet tools.
- ↳ Internet Governance and its trade implications. Strategic implications of e-commerce.

**IV Semester**

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**MAI-224 COMPUTER NETWORKS**

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**Introduction:** introduction to computer **to** computer networking.

Network technologies: LAN Basics: LANs and WANs. Net Operating systems (NOS). Networking your LANs, LAN to WAN.

Protocol Suites: Transport Layer Protocols. OSI Review. , TCP/IP, Dial-up Connectivity.

LAN Concepts and Higher level devices: Internet Devices. Repeaters. Bridges. Routers. Gateways.

Network management : network security; network design; network management.

CONVERGENCE OF NETWORKS, Technologies Supporting Convergence, Optical Technology, Asynchronous Transfer Mode (ATM) Technology, Digital Subscriber Line (DSL) Technology, Network for Banks, Integrated Services Digital Network (ISDN) Technology, General Packet Radio Services(CPRS), Voice and Data Integration, Applications of Convergence, Wireless Application Protocol(WAP), Wireless Service Protocol (WAP) Technology, WAP Architecture .

Application of WAP in Financial Sector

VIRTUAL PRIVATE NETWORKS, VPN Technology, VPN protocols, The role of VPN in financial sector

MULTIMEDIA SYSTEMS, Application of Multimedia, framework for multimedia,



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**MAI -225 Data Base Management System**

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**COURSE OBJECTIVE:**

The aim of course is to familiarize the participants with the concept of data base management system, one RDBMS package, and electronic spread sheet.

**COURSE STRUCTURE:**

- ↳ DBMS Concepts: Data Abstraction. Data base system architecture. Schemes and sub schemes. Data independence.
- ↳ Physical Data Organization: Data modeling using entity relationship.
- ↳ Data models: Data modeling using entity relationship.
- ↳ Designing data bases: Hierarchical and network model: Data manipulation languages. Data definition languages.
- ↳ Relational model: . Storage organization for relations.
- ↳ Normal Forms: First, Second, Third, BCNF, Fourth and PJ normal forms.
- ↳ Relational Query Language, Query Processing Query Optimization: General Strategies of optimization. Optimizing algebraic expression. Systematic query optimization using cost estimates. Security in DBMS to gain integrity mechanism of roll-back and recovery.
- ↳ Case Study of Oracle – Sql Plus and Sql forms.
- ↳ Introduction to Electronic Spread Sheet: Use of electronic spreadsheet in managerial decision making. Examples of electronic spreadsheet. , Excel.
- ↳ Creating and managing files Excel. Using excel for performing mathematical, Statistical and financial operations. Creating graph and representing data in graphical form. Using electronic spreadsheet as a data base.

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**MAI -226 SEMINAR IN AGRIBUSINESS INFORMATION TECHNOLOGY MANAGEMENT**

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**COURSE OBJECTIVE:**

The course is designed to provide the students an opportunity to apply their knowledge and concepts acquired in the previous semesters.

**COURSE STRUCTURE:**

Lecturers will be delivered on:

Simulation and modeling  
Artificial Intelligence  
Expert System  
Goal Programming  
Enterprise Resources Planning (ERP)  
Data Warehousing & Data Mining.