

**UNIVERSITY OF MUMBAI**



**Syllabus for Approval**

	<b>Heading</b>	<b>Particulars</b>
1	Title of the Course	<b>M.Sc. in AGRI BUSINESS MANAGEMENT</b>
2	Eligibility for Admission	B.Sc. Agriculture or Bachelors Degree from any Agricultural University (in Agricultural Engineering, Food Technology/ Science, Horticulture, Fisheries, and Forestry) or Bachelor's Degree in Botany (six units programme of any UGC recognized University) with minimum two years Experience in agriculture, agro/food processing. Preference will be given to the candidates who have passed in PGDABM course from Garware Institute he/she is eligible to take admission in Semester III of Master Degree in Agri Business Management only up to 5 years. Admission on the basis of Written Test & Interview.
3	Passing Marks	50% PASSING MARKS
4	Ordinances / Regulations ( if any)	
5	No. of Years / Semesters	2 YEARS / 4 SEMESTERS
6	Level	GRADUATE
7	Pattern	Semester
8	Status	New
9	To be implemented from Academic Year	From Academic Year 2017-18

Date: 11/5/2017

Signature:

Dr. Anil Karnik, I/C. Director, Garware Institute of Career Education & Development



**UNIVERSITY OF MUMBAI'S**



**GARWARE INSTITUTE OF CAREER EDUCATION &  
DEVELOPMENT**

**Syllabus for the  
Masters in Agri Business Management**

Credit Based Semester and Grading System with effect from  
the academic year

(2017-2018)

## **PREAMBLE :**

More than fifty percent of youth Indian population is dependent in agriculture and rural activities. This sector needs simple yet Novel ideas to stir the young in gainful employment.

The post graduate agriculture business program is design to offer education to graduate students from rural area in practical business practices based on subjects information technology, Rural economics, marketing research, projects and their appraisal for credit inland and overseas marketing export and entrepreneurship.

The objectives is to inspire motivate the participant to initiate activity such as opening on small units near farm gates. This units will have linkage to regional and national marketing organization with value edition in rural produce. The Skilling program will develop barefoot managers and confident young leadership.

## **Proposal for M.Sc. (AGRI BUSINESS MANAGEMENT):**

### **M.Sc. (AGRI BUSINESS MANAGEMENT)**

The post graduate course in Agribusiness Management covers two years full time programme that awards a Diploma PGDABM. The subjects are Management Preambles and Practices, Accounting and Finance, Microfinance and financial inclusion, Economics and Cooperatives, Human Resource Development and most importantly Marketing of Agri produce, Food grains production and preservation, Soil conservation and fertility, Macro and Micro nutrients , Chemical and Organic fertilizers, Sustainable livelihood, Dairy poultry. Also included are Project reports and Internship in Industry and Institutions.

An up gradation of the course to degree level is now essential for following reasons:

**Technology:** Digitalization in Economy, New technologies in Agriculture, Biotechnology have brought in changes that need deeper understanding of the subjects and implementation practices.

**Trend:** P. G. Diploma will continue but competition from various schools, more particularly Indian Institutes of Management and other private Institutes which awards MBA's appear more acceptable than mere P.G. Diploma. We request you to upgrade the Post graduate diploma course in Agribusiness Management into a full fledges Degree Course. We are confronting several depths; some of them are listed below to draw your attention:

- 1) Job opportunities for Diploma holders are decidedly lesser than Degree courses
- 2) An opportunity to pursue Doctorate programme that is not offered to Diploma holder or any Degree holders is eligible to pursue further studies.

3) In continuation of point 2 the students with Diploma are not preferred by foreign university as compared to degree courses

**Essentials:**

A post graduate degree is a must for the candidates who wish to pursue their career in Research or wish to obtain a doctorate in the subject once a go ahead signal is obtained.

A committee comprising of the following persons was formed to formulate course content for the master's degree in Agri Business : Ms Jayshri Shirke, Mr Ashok Govande, Mr L.S.Bharambe, Mr N.N. Amte, Mrs Reshma Ranadive, Mrs Rukhsana Shaikh, Mr Patil and others.

**OBJECTIVE AND VISION**

- To train the youth in gainful pursuits through developing leadership.
- To stir innovation and entrepreneurships that add value to rural produce at the farm gate.
- To provide solution so that the students after getting the degree, do not que up for jobs but think all the time about innovation and entrepreneurships.

**Masters in AGRI BUSINESS MANAGEMENT – Duration 2 years**

	Subject code	Core Subject  Topics	Assessment Pattern			Teaching Hours			Total Credits
			Internal Marks-60	External Marks-40	Total Marks(CA)-100	Theory Hours	Practical Hours	Total Hours	
SEM - 01	1.1	Principles of Management and Rural Administration	60	40	100	60	-	60	4
	1.2	Accounting & Finance	60	40	100	60	-	60	4
	1.3	Rural Economics	60	40	100	60	-	60	4
	1.4	Agricultural Products	60	40	100	60	-	60	4
	1.5	Human Resource Management	60	40	100	60	-	60	4
	1.6	Soil and Water Management	60	40	100	60	-	60	4
	1.7	Information Technology	60	40	100	60	-	60	4
		<b>Total</b>			<b>700</b>			<b>420</b>	<b>28</b>
SEM - 02	2.8	Quantitative Techniques	60	40	100	60	-	60	4
	2.9	Financial Management in Agriculture	60	40	100	60	-	60	4
	2.10	Rural Marketing & Services	60	40	100	60	-	60	4
	2.11	Communication & Presentation Skills	60	40	100	60	-	60	4
	2.12	Business Law & Ethics	60	40	100	60	-	60	4
	2.13	Managerial Economics	60	40	100	60	-	60	4
	2.14	Sustainable Agriculture	60	40	100	60	-	60	4
	2.15	Project	100	-	100	-	60	60	2
		<b>Total</b>			<b>800</b>			<b>480</b>	<b>30</b>

	Subject code	Core Subject  Topics	Assessment Pattern			Teaching Hours			Total Credits
			Internal Marks -60	External Marks -40	Total Marks (CA)-100	Theory Hours	Practical Hours	Total Hours	
SEM - 03	3.16	Elective Project	100	-	100	-	60	60	2
	3.17	Costing	60	40	100	60	-	60	4
	3.18	Organization Behaviour and Consumer Behaviour	60	40	100	60	-	60	4
	3.19	Commodity Markets	60	40	100	60	-	60	4
	3.20	Research Methodology	60	40	100	60	-	60	4
	3.21	International Trade Management	60	40	100	60	-	60	4
	3.22	Evaluation of Internship Projects	200	-	200	-	120	120	4
		<b>Total</b>			<b>800</b>			<b>480</b>	<b>26</b>
SEM - 04	4.23	Entrepreneurship & Business	60	40	100	60	<b>0</b>	60	4
	4.24	Agriculture Export Management	60	40	100	60	<b>0</b>	60	4
	4.25	Corporate Social Responsibility	60	40	100	60	<b>0</b>	60	4
	4.26	Agro Processing Industry	60	40	100	60	<b>0</b>	60	4
	4.27	Project Reports	200	-	200	-	120	120	4
			<b>Total</b>			<b>600</b>			<b>360</b>
		<b>Final Total</b>			<b>2900</b>			<b>1740</b>	<b>104</b>

Special Youth Training Programs to Advance Countries mainly Israel after the completion of the third Semester for maximum period of 12<sup>th</sup> month's field training Programm in **KIBBUTZS** (Farming Company) in Israel. where participant learn modern agriculture technology.

Paper No.	Subject	Total Hours	Session of 3 Hrs. Each
	<b>SEMESTER 1</b>		
1.1	<p>Principles of Management and Rural Administration:</p> <p><b>Section 1</b></p> <p><b>Unit 1</b></p> <p>Principles of Management Evolution of Management, Functions of Management Elements in managing contributions of Taylor Mayo Peter Drucker Prahlad sanin</p> <p><b>Unit 2</b></p> <p>Planning a continuous process goods missions standards concepts of decision making organizing principles of organization Description Division of Jobs Job specifications Job responsibilities Authority delegation of Authority Responsibility and Accountability. Motivating Basic Instrument of getting the work done, Factors affecting performance Leadership Managerial skills and techniques of communication in on text of Indian conditions Management by objectives.</p> <p><b>Unit 3</b></p> <p>Controlling Areas of performance control product, finance, proven of control / Appraisal taking remedial action Management Audit</p> <p><b>Unit 4</b></p> <p>Case studies</p> <p><b>Section 2</b></p> <p><b>Unit 1</b></p> <p>Villages the citadels of Indian Cultural Traditions changing rural scene, Present infrastructure in rural India present studies and how gaps are being filled up (Roads, Water Electricity, Education Health care) Business opportunities in infrastructure development - Solar Energy &amp; windmill for power Gobar gas plants Hospitals and Health Care (CSR) Cooperate Social Responsibility – Evolving industries.</p> <p><b>Unit 2</b></p> <p>India sage and number of villages. Indian Society A divided caste ridden society role of gram Panchayats Municipalities selected Representatives and nominated representatives collection, Police superintendent Law and order civil surgeon Bank Manager Role of Financial Institutions Financial Inclusion Gram Dhan Yognas, Insurance, Dependency on Monsoons</p>	<p>6</p> <p>9</p> <p>9</p> <p>6</p> <p>6</p> <p>9</p>	<p>2</p> <p>3</p> <p>3</p> <p>2</p> <p>2</p> <p>3</p> <p>7</p>

	<p><b>Unit 3</b> Rural Consumer farmers agriproduce, Agri Tourism sustainable in come schemes</p> <p><b>Unit 4</b> Rural Administrations:</p> <ul style="list-style-type: none"> <li>• Rural Structure, Social Structure and Its Components, Characteristics of Rural Economy</li> <li>• Rural social Institutions-family, Property, Caste, Class, Agarian Structure, Indebtedness and Poverty, Religion.</li> <li>• Village Governance, Local Self Government, Panchayat Raj System and Community Development Prgrommes.</li> </ul> <p>List of Reference:</p> <ol style="list-style-type: none"> <li>1. Carver, The Principles of Rural Economics.</li> <li>2. Desai, A., Rural Sociology in India.</li> <li>3. Dube, S.C., India's changing villages.</li> <li>4. Nanavati&amp;Anjala, rural problems in India.</li> <li>5. RuddarDutt&amp;K.P.M.Sundaram, Indian Economy.</li> <li>6. Sachdeva, D.A.&amp;VidyaBhushan, An Introduction to Sociology.</li> <li>7. Reference Books / Journal / Television principles of Management Knouts principles of Management Terry / Frankton</li> <li>8. Journal : MINT, Economic Tines</li> <li>9. Bloomberg Series</li> </ol>	6	2
		9	3
1.2	<p>Accounting &amp; Finance:</p> <p><b>Unit 1</b></p> <p>1)Accounting :</p> <p>Objective: To develop conceptual understanding of the fundamentals of financial accounting system and showing their applications to simple financial decision making situations.</p> <p>Content :</p> <p><b>(1) Accounting Introduction</b></p> <ol style="list-style-type: none"> <li>(i) Meaning and scope of Accounting.</li> <li>(ii) Accounting concepts, Principles and conversions.</li> <li>(iii) Accounting standards-concepts, objectives benefits</li> <li>(iv) Accounting policies</li> </ol> <p><b>(2) Accounting Process</b></p> <p>Books of Accounts leading to the preparation of Trial Balance, Capital and Revenue expenditures, capital and revenue Receipts Contingent Assets and certigent liabilities.</p>	27	9
		6	2



	<p><b>Unit 2</b> Bank Reconciliation Statement</p> <p><b>Unit 3</b> Inventories. Basis of inventory valuation and record keeping.</p> <p><b>Unit 4</b> Depreciation Accounting</p> <p><b>Unit 5</b> Preparation of Final Accounts for sole proprietors, and partnership firms.</p> <p><b>Unit 6</b> Introduction to Company Accounts Issue of shares and debentures forfeiture of shares reissue of forfeiture of shares, redemption on preference shares.</p> <p>List of Reference: 1. Financial Accounting by Meigs 2. Financial Accounting by Horngreen Charles 3. Management Accounting by Khan, M.Y. &amp; Jai, P.K. 4. Accounting Principles by Anthony Reece 5. Financial &amp; Cost Accounting by ICFAI 6. Advanced Accountancy by R.L. Gupta 7. Advanced Accountancy by Shukla and Grival</p>		
1.3	<p>Rural Economics:</p> <p><b>Unit 1</b> Nature and Structure of Rural Economy – Socio-Economic Structure of Rural India</p> <ul style="list-style-type: none"> <li>• Occupational Structure, Agriculture and Allied Sector</li> <li>• Rural Development Approaches and Experiments</li> <li>• Role of Rural Sector in Economic Development</li> <li>• Rural Marketing and its Structure, Storage and Warehousing</li> <li>• Natural Resources – Case Study of India</li> </ul> <p><b>Unit 2</b> Rural Development Policies and Infrastructural Programs</p> <ul style="list-style-type: none"> <li>• Rural Transportation, Sources of Rural Credit</li> <li>• Central and State Sponsored Rural Development Policies</li> </ul> <p>List of Reference: 1. Dantwala et. al (1986): Agricultural Development Since Independence, Oxford and IBH, New Delhi. 2. The Hindu ( 2006): Survey of Indian Agriculture 2006. New Delhi 3. Van Roven Willam (1954): Atlas of the World Resources, Vol.I – The Agricultural Resources of the World, Prentice Hall, New</p>		



	<p>Independence, Oxford and IBH, New Delhi.</p> <p>5. Frankel, F. R. (1971): India's Green Revolution, Princeton University Press.</p> <p>6. Borgstron, G. (1967), Hungry Planet, Collie Macmillan, Toranto.</p> <p>7. The Hindu ( 2006): Survey of Indian Agriculture 2006. New Delhi</p> <p>8. Bansil, B. C. (1975): Agricultural Problems of India, Delhi.</p> <p>9. Grigg, D. B. (1974): The Agricultural Systems of the World, Cambridge University Press.</p> <p>10. Dr K Venkata Reddy (2001): Agriculture and Rural Development, Himalya publication House, Delhi.</p> <p>11. Carolyn Tanner and Margot A Bellamy: Issues in Agricultural Competitiveness Market Policies, IAAE Occasional paper series, edited by, Roger Rose.</p> <p>12. 2012-13 Government of India, Ministry of Agriculture Department of Agriculture and Cooperation, Directorate of Economics and Statistics New Delhi.</p>		
1.5	<p>Human Resource Management:</p> <p><b>Unit 1</b> HR Planning, Job design, Selection &amp; Recruitment of employees, Incentives Reward Compensation, Introduction to legal aspects.</p> <p><b>Unit 2</b> Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness</p> <p><b>Unit 3</b> Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.</p> <p><b>Unit 4</b> Motivation Concepts Theories of Motivation and their Applications for Behavioral Change.</p> <p><b>Unit 5</b> Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams</p> <p><b>Unit 6</b> Organizational Design: Structure, size, technology Environment of organization;</p>	<p>9</p> <p>9</p> <p>9</p> <p>9</p> <p>6</p> <p>9</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>3</p>



	<p>b ) Sub-surface irrigation c ) Sprinkler Method d ) Drip irrigation</p> <ul style="list-style-type: none"> <li>• Quality of irrigation water- Total soluble salts, Sodium concentrations and carbonate and Bicarbonate.</li> <li>• Field drainage systems for better water management</li> <li>• Soil moisture conservation techniques- Mechanical measures, counter farming, Strip farming etc.</li> <li>• Water harvesting and water recycling</li> <li>• Watershed management</li> <li>• Water management in rainfed agriculture</li> <li>• Water resources in India</li> <li>• Water use efficiency – factors affecting water use efficiency, Measures to increase water use efficiency.</li> <li>• Land development for irrigation management.</li> </ul> <p>Reference Books :</p> <p>1. Principles and Practices of Agronomy, P Bal Subramanian and S P Palaniappan 2 Efficient use of irrigation water , G H Sankara Reddy, T Yellamanda Reddy 3 Principles and Practices of Agronomy, S S Singh</p>	<b>30</b>	<b>10</b>
1.7	<p>Information Technology:</p> <p><b>Unit 1</b></p> <p>Historical Perspective of Computers &amp; Information Technology, working of computers hardware and software, Basics of Networking</p> <p><b>Unit 2</b></p> <p>Components of Net works, LAN/WAN/MAN, various options for Networking for a business, various media for communication, Satellite, Copper fiber optic.</p> <p><b>Unit 3</b></p> <p>Basics of Internet, how does it work, various components of the internet, Browser, Web Server, DNS Server, Search Engine application of Web sites, blogs, e-mail, FTP, Voice over Internet.</p> <p><b>Unit 4</b></p> <p>Impact of IT, Over view of Concepts such as ERP, SCM, CRM, Data warehousing, Business Intelligence, e-commerce, e-Business, Knowledge Management – Case Studies.</p>	<b>12</b>	<b>4</b>
		<b>12</b>	<b>4</b>
		<b>12</b>	<b>4</b>

	<b>Unit 5</b> <ul style="list-style-type: none"> <li>• Customer Relationship Management</li> <li>• Sale and Distribution</li> <li>• Digital Marketing/ Social Media/ Blogging</li> <li>• Usage of various smart device application other suggestions, soft skill Development, Business Communication.</li> </ul>	12	4
	<b>Semester 2</b>		
2.8	<p>Quantitative Techniques:</p> <p><b>Unit 1</b></p> <p><b>Decision Theory:</b> One stage decision making problems, developing Pay-off and Regret tables for decision making under uncertainty and under risk. Decision making under uncertainty – various principles such as Laplace, Maximin or Minimax, Maximax or Minimin, Hurwicz , Savage etc. Decision making under risk the problems on concepts of EMV,EPPI,EVPI,EOL etc.</p> <p><b>Unit 2</b></p> <p><b>Queuing Theory:</b> Characteristics of Queue model for only single server (M/M/1) classification, calculations for Lq, Ls, Wq, Ws, intensity of traffic, utilization factor, cost analysis etc. Probabilistic Queuing models.</p> <p><b>Unit 3</b></p> <p><b>Simulation:</b> Process of simulation. Monte Carlo Simulation and related problems with one, two, three variables. Preparation of simulation work sheet with the help of random numbers and the quantity demanded and experimentation with change in the Ordering quantity, Ordering level, Lead time etc for arriving at minimum cost.</p> <p><b>Unit 4</b></p> <p><b>Assignment Problems:</b> Hungarian Approximation Method (HAM) for balanced and unbalanced assignment restrictions for minimizing the cost and maximization of profit with multiple optima.</p> <p><b>Unit 5</b></p> <p><b>Transportation Problems:</b> Formulation of Transportation problems, Vogel’s approximation Method(VAM) for initial basic solution, testing the optimality by Modifies Distribution Method(MODI) and revising solution, unbalanced problems, prohibitions, compulsions, discounts for minimization of cost. In some cases maximization of profit when the unit profit is given instead of unit cost.</p>	9	3
		9	3
		9	3
		9	3
		6	2

	<p><b>Unit 6</b></p> <p><b>Linear Programming Problem ( LPP ):</b>Formulation of LPP , Graphical solution to LPP sensitivity analysis and problems related agriculture based on LPP ` for maximization of profit /minimization of cost.</p> <p><b>Unit 7</b></p> <p><b>Inventory Models:</b> Inventory control models s.a EOQ model, EOQ model – discounts and price breaks. Determination of Re-order level, Safety stock( SS ) , Expected Demand During Lead Time ( DDLT ),etc Based on this model related to agriculture.</p> <p>Reference Books :</p> <p>1.Quantitative Techniques for Decision making by M P Gupta and R B Khanna</p> <p>2.Quantitative Techniques in Management by N D Vora</p> <p>3. Quantitative Techniques by Anderson</p>	9	3
2.9	<p>Financial Management in Agriculture:</p> <p><b>Unit 1</b> Institutional setting for Rural Finance.</p> <p><b>Unit 2</b> Financing large Agri Project impact of credit self finances technology</p> <p><b>Unit 3</b> Preparation of Financial Project Report</p> <p><b>Unit 4</b> Project Analysis Concepts and Techniques</p> <p><b>Unit 5</b> Changes on Agri output.</p> <p><b>Unit 6</b> Detailed analysis of Agri inputs</p> <p><b>Unit 7</b> Mechanization of Farming</p> <p><b>Unit 8</b> Agricultural Industry</p> <p>i. Importance of Agriculture business.</p> <p>ii. Agriculture Business and Animal Husbandry</p> <p>iii. Dairy Farming</p>	3 3 3 3 3 3 3	1 1 1 1 1 1 5

	<p>iv. Poultry Farming v. Fishery vi. Farm Accounting vii. Preparation of profit and loss Accounts of Farm Industry viii. Preparation of Balance sheet of Farm Industry.</p> <p><b>Unit 9</b> Financial institutional Finance for Agriculture, Development Banking Credit for inputs and Distribution Business.</p> <p><b>Unit 10</b> Case pertaining Co-financing a private inputs dealers, Financing Distribution Business (Co-operatives) Financing inputs distribution by a Co-Operative Marketing Federation, latest changes by the Government Financing Agro Marketing and processing priorities, Institutional Finance for basic food processing industries (food park)</p> <p><b>Unit 11</b> Analysis of Financial statement.</p> <p><b>Unit 12</b> Analysis and assessing of project reports.</p> <p><b>Unit 13</b> Assessing of Feasibility.</p> <p>List of Reference: 1. S.N. Maheshwari – Costert and Management Accounting (sultan chard and sons) 2. Chakraborty Hrishikesh – Advance Accountancy, Kolkata, Oxford University Press. 3. Narula R.K.V. Gopal Krishnan -1984 Agricultural and Rural Advances by commercial Bank (Practical Guidelines) 4. Drury Colin – Management and cost Accounting, International at Thomson Press, London 5. Annual Report and Final Accounts of any farm, Dairy, Fishery and Poultry centre.</p>		
2.10	<p>Rural Markets &amp; Services:</p> <p><b>Section 1</b> <b>Rural Market Challenges and opportunities:</b></p> <p><b>Unit 1</b> Emerging profile of Rural Markets in India problems, Regulated Markets constraints, quality orientation, standerdisation and grading.</p>		



<p><b>Unit 2</b> Large scattered market over a wide Geographical area, Low standard of Living, traditional out look value old custom and traditions, growth in Literacy changed demand palter infrastructure facilities like Road, warehouse communication system grossly inadequate Rural electrification system its going at under 'Pradhan Mantri Gramo Dya Yojana' but still a lot needs to be done</p>	6	2
<p><b>Unit 3</b> Scope of Rural marketing in India gradual Higher purchasing power, increase in demand large number of consumers needs exposure growing unbanisation opinion leads market growth in Rural Market higher then urban.</p>	6	2
<p><b>Unit 4</b> Problem of Rural marketing: Transportation problems many languages and dialect, inadequate deales networks.</p>	6	2
<p><b>Unit 5</b> Emerging profile of the Rural consumer Rural Market Experimentation targeting and positioning Factors affecting Rural consumer Behavior – Social cultural and Technological factors</p>	6	2
<p><b>Unit 6</b> Cooperation – principles – gedutco- operative societies Role of cooperation social and economic Development Role of local leadership competition from non cooperation organizations (partnership firm Joint stock company. Leadership of cooperation in Maharashtra, Varghese kurian, Anand Milk Union (AMUL) and National Dairy Development Board Role of NABARD, Government RBI and Federations.</p>	9	3
<p><b>Section 2</b> <b>Rural Services Challenges and opportunities:</b></p>		
<p><b>Unit 1</b> Present status of opportunities and gaps in it India (Road water Electricity Health Care)</p>	6	2
<p><b>Unit 2</b> Role of Authority (Local, State &amp; Central Government) in providing connectivity of villages to towns cities, sea ports) Rural Hospital and Health care and education.</p>	6	2
<p><b>Unit 3</b> Roal of Financial Institutions – Cooperatives Banks Nabard and World Bank.</p>	3	1

	<p><b>Unit 4</b> Business and Marketing opportunizing in infrastructure Development- Ponds, Roads, wind and solar energy for power, Solar lamps for lighting, Gobar Gas plants, Compost plants etc.,</p> <p>List of Reference:</p> <ol style="list-style-type: none"> <li>1. Dr K Venkata Reddy (2001): Agriculture and Rural Development ,Himalya publication House, Delhi.</li> <li>2. Carolyn Tanner and Margot A Bellamy: Issues in Agricultural Competitiveness Market Policies, IAAE Occasional paper series, edited by, Roger Rose.</li> </ol>	<b>6</b>	<b>2</b>
2.11	<p>Communication &amp; Presentation Skills:</p> <p><b>Unit 1</b> Process of communication oral / written communication in organization</p> <p><b>Unit 2</b> Nature and scope</p> <p><b>Unit 3</b> Management of Written and Oral Communication</p> <p><b>Unit 4</b> Barriers to Effective Communication</p> <p><b>Unit 5</b> Report Writing</p> <p><b>Unit 6</b> Communication Technology and its impact on Office Procedures and Automation</p>	<b>12</b>	<b>4</b>
2.12	<p>Business Law &amp; Ethics:</p> <p><b>Unit 1</b> 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.</p> <p><b>Unit 2</b> Law of Contract: Nature and elements of a contract. Offer and acceptance. Consideration, capacity to contract. Free contract. [ 20 ] Laws relating to sale of goods: Nature of contract of sale. Condition and warrantees. The doctrines of Caveat Camphor. Transfer of ownership.</p>	<b>18</b>	<b>6</b>
		<b>18</b>	<b>6</b>



	<p><b>Unit 6</b> Pricing policies &amp; practice i) Discriminating prices, causes ii) Pricing methods iii) Product line pricing iv) Price dissemination price forecasting v) Specific pricing problems</p> <p><b>Unit 7</b> Profit analysis i) Meaning, need, importance ii) Profit theories &amp; Policies iii) Profit planning &amp; control</p> <p><b>Unit 8</b> Capital budgeting i) Demand &amp; supply of capital ii) Capital rationing need iii) Macro economics iv) Business or Trade cycle v) National Income concepts, methods, measurement</p> <p><b>Unit 9</b> Knowledge economy i) Introduction &amp; Importance</p> <p><b>Unit 10</b> Objectives: The basic objective of this course is to make the students aware of regions issues that they are expected to face as managers at their level and to equip them with tools &amp; techniques of economic analysis for improving their decision making skills.</p> <p>List of Reference:</p> <ol style="list-style-type: none"> <li>1. Managerial Economics – by Mr. Joel, Dean</li> <li>2. Managerial Economics – Theory &amp; Practices – by Mr. D.H. Mithani</li> <li>3. Managerial Economics – by J. Samuelson</li> <li>4. Managerial Economics &amp; concepts &amp; cases by Mote, Paul &amp; Gupta</li> <li>5. Managerial Economics – by Milton Spences &amp; Louis Siegleman</li> <li>6. Essentials of Managerial Economics – by P.N. Reddy Appannal</li> </ol>	6	2
		6	2
		6	2
		3	1
		6	2
2.14	<p>Sustainable Agriculture :</p> <p><b>Unit 1</b> Concrete alternatives emerging from alternative Agriculture Movement</p> <p><b>Unit 2</b> Compost and Organic Fertilisers</p>	6	2
		3	1

	<b>Unit 3</b> Worm Culture	6	2
	<b>Unit 4</b> Agriculture in Arid Land – Green Houses	6	2
	<b>Unit 5</b> Live stock Management	3	1
	<b>Unit 6</b> Soil and Water Conservation	6	2
	<b>Unit 7</b> Prawn Farming, Sheep Rearing	6	2
	<b>Unit 8</b> Emerging Opportunities in Spices	6	2
	<b>Unit 9</b> Emerging Opportunities in Breakfast food	6	2
	<b>Unit 10</b> Emerging Opportunities in Milk Products Soya Milk	6	2
	<b>Unit 11</b> Emerging Opportunities in Spices, Protein Foods	6	2
2.15	Project	60	20
	<b>Semester 3</b>		
3.16	Elective Project : Evaluation	60	20
3.17	Costing :		
	<b>Unit 1</b> Introduction to cost and Management Accounting	6	2
	<b>Unit 2</b> Material Cost.	6	2
	<b>Unit 3</b> Labour Cost.	6	2
	<b>Unit 4</b> Direct Expenses and overheads.	6	2
	<b>Unit 5</b> Activity Based Costing (ABC)	6	2
	<b>Unit 6</b> Cost Records.	3	1
	<b>Unit 7</b> Costing Systems.	6	2

	<p><b>Unit 8</b> Marginal Costing</p> <p><b>Unit 9</b> Standard Costing</p> <p><b>Unit 10</b> Budget, Budgeting and Budgetary Control</p> <p><b>Unit 11</b> Cost Accounting Records and Cost Audit</p> <p><b>Unit 12</b> Cost Analysis for Managerial Decisions</p> <p><b>Unit 13</b> Objective: To acquire Knowledge and understanding concepts, techniques and practices of cost and Management accounting and to develop skills for decision making .</p> <p>List of Reference:</p> <ol style="list-style-type: none"> <li>1. Cost Accounting by Matz, A. / Curry O.</li> <li>2. Cost &amp; Management Accounting by Rao B.T.A.</li> <li>3. Cost Accounts by Gupta R. / Gupta V.</li> <li>4. Cost Accounting by Horngreen</li> <li>5. Financial Accounting: An Introduction by Bierman H / Derbin A.R.</li> <li>6. Financial Accounting by Norkett</li> <li>7. Financial Accounting: An Introduction to Concepts, Methods and Uses by Davidson, Sidney &amp; Others</li> <li>8. Cost Accounting by Jawahar Lal</li> </ol>	<p><b>3</b></p> <p><b>3</b></p> <p><b>3</b></p> <p><b>3</b></p> <p><b>3</b></p> <p><b>6</b></p>	<p><b>1</b></p> <p><b>1</b></p> <p><b>1</b></p> <p><b>1</b></p> <p><b>1</b></p> <p><b>2</b></p>
3.18	<p>Organization Behaviour and Consumer Behaviour:</p> <p><b>Unit 1</b> CONSUMER BEHAVIOUR Customer Buying Behavior, Buying Process, Social Factors influencing buying decisions. Consumer behaviour in the international context:, Culture as market distinguisher, Hofstede's theory. Customer Service Strategies, Top of Mind Recall, Share of Mind. Customer Evaluation of Service Quality, Customer Research, Customer Relationship Management, Setting Service Standards, Implementation, Training, Communication Gaps, Delivery Gaps, Multi level Relationship marketing, Preferred Customers, Loyalty Programs e-Commerce</p> <p>List of Reference:</p>	<p><b>30</b></p>	<p><b>10</b></p>

	<ol style="list-style-type: none"> <li>1. Consumer Behaviour: Schiffman and Kanuk: Prentice Hall</li> <li>2. Consumer Behaviour Text AND Cases: Satish Batra &amp; SHH Kazmi</li> <li>3. Consumer Behaviour in Marketing Strategy: Howard Prentice Hall Intl.</li> <li>4. Customer Relationship Management: Duane E Sharp. Auerbach Publications.</li> <li>5. Customer Relationship Management: Mukesh Chaturvedi and Abhinav Chaturvedi</li> </ol> <p><b>Unit 2</b> ORGANISATIONAL BEHAVIOUR Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues. Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance. Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development</p> <p>List of Reference:</p> <ol style="list-style-type: none"> <li>1. Understanding Organizational Behavior – Udai Pareek</li> <li>2. Organizational Behavior – Stephen Robbins</li> <li>3. Organizational Behavior – Fred Luthans</li> <li>4. Organizational Behavior – L. M. Prasad (Sultan Chand)</li> <li>5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications</li> </ol>	<b>30</b>	<b>10</b>
3.19	<p>Commodity Markets:</p> <p>Meaning and significance</p> <p><b>Unit 1</b> Commodity market they serve to bring about an interplay of the forces of demand &amp; supply to determine market values of different commodities, Agriculture produce include field crops. (wheat, Rice, Cotton oil search manufacred goods, Bullion (gold silver precious stone)</p>	<b>6</b>	<b>2</b>

<p><b>Unit 2</b> Commodity markets provide a market place, collect and disseminate market information, regulate trading, facilitate grading, settle disputes are barometers of market conditions, provide hedging facility, indices bankers &amp; Finances to lend against commodities, help equalization of prices among different markets.</p>	6	2
<p><b>Unit 3</b> Derivative the market – Derivative product derived from the value of one or more basic variable and can be classified into commodity Derivative market and Financial derivative market.</p>	6	2
<p><b>Unit 4</b> Future and Hedging : Future contract specification relationship between futures price and expected spot price</p>	6	2
<p><b>Unit 5</b> Pricing bases of future contract</p>	6	2
<p><b>Unit 6</b> Hedging – obtaining a pledge to sell at approved price condition of future and options markets</p>	6	2
<p><b>Unit 7</b> Risk management of derivatives India determines market – existing in India for a long time as a result of the need of both users and farmers and producers of nature resources to hedge against the price fluctuations in the underlying commodities use of derivatives involves ‘risks’ Risk – Probability of financial outcome from expected income.</p>	6	2
<p><b>Unit 8</b> Role of the National society for clearing corporation LTD. (NSCCL).</p>	6	2
<p><b>Unit 9</b> Guidelines of the Institute of chartered Accountants of India on Derivation.</p>	6	2
<p><b>Unit 10</b> Terminologies in daily use in commodity and Derivatives market</p>	3	1
<p><b>Unit 11</b> Impact of Globalization on Indian Markets.</p>	3	1
<p>List of Reference: Indian Financial System – Mr. M.Y. Khan</p>		



3.20	<p>Research Methodology / Marketing Research :</p> <p><b>Unit 1</b> Meaning of Research, Objectives of Research Features of good research.</p> <p><b>Unit 2</b> Types of research.</p> <p><b>Unit 3</b> Importance of research in management decisions.</p> <p><b>Unit 4</b> Research Process: steps in research process</p> <ul style="list-style-type: none"> <li>▪ Defining research problem</li> <li>▪ Formulation of hypothesis</li> <li>▪ Research Designs</li> <li>▪ Data collection Methodology</li> <li>▪ Primary data collection Methods and techniques</li> <li>▪ Secondary data collection, library references</li> <li>▪ Reliability and Validity of data</li> <li>▪ Sampling and measurement</li> <li>▪ Data presentation , analysis and testing hypothesis</li> <li>▪ Preparation of report and preliminary analysis</li> <li>▪ Interpretation</li> <li>▪ Presentation of results</li> </ul> <p><b>Unit 5</b> Basic Quantitative techniques such as Frequency, Table, Mean, Median and Mode , Measures of Dispersion , Standard Deviation, Quartile Deviation,, Mean Deviation , Skewness, Kurtosis, Correlation , types of correlation ,Karl Pearson’s Co-efficient of Correlation, Regression, Probability, Inferential analysis: test of hypothesis ,Chi-square test, one way ANOVA estimation etc.,SPSS application in Business Research.</p> <p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. Research Methodology by Deepak Kumar Bhattacharyya</li> <li>2. Research Methodology Tools and Techniques by Dr U K Neogi</li> <li>3. Research Methodology by Dr S M Israni</li> <li>4.Fundamentals of Statistics by S P Gupta.</li> </ol>	<p>9</p> <p>9</p> <p>9</p> <p>18</p> <p>15</p>	<p>3</p> <p>3</p> <p>3</p> <p>6</p> <p>5</p>
3.21	<p>International Trade Management :</p> <p><b>Unit 1</b> Customs Act 1962 , Foreign Trade Regulation and Development Act 1999</p>	6	<p>2</p> <p>25</p>

	<p><b>Unit 2</b> Custom policies by ministry of commerce – Introduction, History, Scope, Rights, Duties, Responsibilities, Relationships, types, STC, Star trading houses, direct and indirect export, tariff and non-tariff barriers, MTO . Tenders – Contract with examples related to agricultural products rice, sugar, flowers, fruits &amp; laws relating to each countries.</p> <p><b>Unit 3</b> -(multi mode transport) Air &amp; Sea Consolidation, containerization - Stowage of Cargo –INCO &amp; I.A.T.A Rules and Regulations &amp; national organizations.</p> <p><b>Unit 4</b> Warehousing – Bonded warehouse, Importance, Organizations, procedures &amp; charges,</p> <p><b>Unit 5</b> Customs – Organization – Functions – Law &amp; , Provisions and Restrictions – Controls – On Import – Export, Exemptions, Abatement – RBI guidelines USANCE ( LC) Remission, Refunds, Drawback and Short Payment</p> <p><b>Unit 6</b> Free Trade Zones, SEZs – procedures, co-ordination with Customs – charges – levy – collection ‘</p> <p><b>Unit 7</b> General Procedures – selection of appropriate method of transport and cargo space booking – documentation – monitoring (tracking and tracing) of goods and documents.</p> <p>List of Reference: JAIN PUBLICATIONS TARIFF BOOKS</p>	9	3
		9	3
		6	2
		12	4
		9	3
		9	3
3.22	Evaluation of Internship Projects	120	40
	<b>Semester 4</b>		
3.23	<p>Entrepreneurship &amp; Business:</p> <p><b>Unit 1</b></p> <ul style="list-style-type: none"> <li>• Gaining insight into entrepreneurship innovation and leadership skills creativity and idea generation role of motivation social entrepreneurship.</li> <li>• Business opportunities identity them starting new venture Role of Business plan market assessment marketing mix. Distribution casting pricing sales promotion financial viability risks and sensitivity analysis</li> <li>• Business Laws Details of various laws chat come into play to form a startup company legal requirement incentives/subsidies export possibility inspire of protect</li> </ul>		

	<ul style="list-style-type: none"> <li>• Marketing channel method of marketing and marketing institutions laze student valve addition in food industry franchising attractiveness of franchising contract farming.</li> <li>• Processing and value additions in rural products</li> <li>• Five key elements of entrepreneurship creativity innovation ability to apply to busmen Drive/Permian to achieve success focus on creating value Role of Govt Nodal</li> </ul> <p><b>Unit 2</b>  <b>Implementing the Business Plan</b>  <b>Entrepreneurship Development</b>  Vast opportunities are unfolding in rural Business-food processing area of agri products – plantation products- Tea, Coffee Spiees Timba Orchards – Grapes, Bananas, Oranges, Mango  Protected Cultivation – Vegetables, Tomatoes, Broccoli, Baby Potatoes, Strawberries, Capsicum, Horticulture and floriculture products. Planning small scale Unit at factory Gate Deciding Product Market area, Demand completion</p> <ul style="list-style-type: none"> <li>• Whom to approach- Extinct of demand to be targeted Business plan/project</li> <li>• For what?</li> <li>• Seed capital / Friends</li> <li>• Cooperative Bank</li> <li>• Nabard Bank - Loan /Subsidies on the bass of feasibility and viability</li> <li>• Costing - Report and subsequently on performance</li> <li>• Pricing</li> <li>• Sales Promotion</li> </ul>	<p><b>30</b></p> <p><b>30</b></p>	<p><b>10</b></p> <p><b>10</b></p>
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	<p><b>Unit 8</b>  <b>Trade Theories and relevance in International Business</b>  a) Absolute advantage  b) Comparative advantage  c) Competitive advantages  d) Purchasing power points  e) PLC theory  f) Others – Case study</p> <p><b>Unit 9</b>  <b>International Logistics and Supply Chain</b>  a) Concepts and Practice  b) Components of logistics and impact on trade  c) special packing standards and symbols  d) Others – Case Study</p>	9	3
		6	2
3.25	<p>Corporate Social Responsibility:</p> <p><b>Unit 1</b>  Corporate Social Responsibility.  i) Meaning, History &amp; growth, Definitions  ii) Discretionary business practices  iii) Changing attitude of CSR firms.  iv) CSR in India &amp; developing countries.</p> <p><b>Unit 2</b>  i) CSR Act of India, Provisions, Policy, Penalty.  ii) Theories of CSR  iii) Sustainable Development  iv) Social Accounting</p> <p><b>Unit 3</b>  Limitations of Corporate Social Responsibility.  i) The Principles of CSR  ii) Limitations of CSR</p> <p><b>Unit 4</b>  The future of Corporate Social Responsibility.</p> <p><b>Unit 5</b>  Projects</p> <p>List of Reference:  1) CSR – Prof Phillip Kotler &amp; Mrs Nancy Lee  2) Corporate Responsibility by – Mr. Michael Blow field &amp; Mr. Alan Murrigy  3) CSR Tody – Monthly Magazine  4) Corporat Social Responsibility – Madhumita Chatterji  5) Corporate governance &amp; Organizational Performance – Dr. Shanti Suresh</p>	15	5
		15	5
		12	4
		9	3
		9	3

	6) Corporate governance principles, policies & Practices by Mr. Bob Tricker 7) Corporate Governance by Mr. Satheesh Kumar.		
3.26	Agro Processing Industry:  <b>Unit 1</b> Case study in Agro processing Industry	<b>60</b>	<b>20</b>
3.27	Project Reports: Evaluation	<b>120</b>	<b>40</b>

## **PASSING STANDARD AND PERFORMANCE GRADING:**

**The PERFORMANCE GRADING of the learners shall be on the ten point scale be adopted uniformly for all courses.**

<b>MARKS</b>	<b>GRADE POINTS</b>	<b>GRADE</b>
<b>75 TO 100</b>	<b>7.5 TO 10.0</b>	<b>O</b>
<b>65 TO 74</b>	<b>6.5 TO 7.49</b>	<b>A</b>
<b>60 TO 64</b>	<b>6.0 TO 6.49</b>	<b>B</b>
<b>55 TO 59</b>	<b>5.5 TO 5.99</b>	<b>C</b>
<b>50 TO 54</b>	<b>5.0 TO 5.49</b>	<b>D</b>
<b>0 TO 49</b>	<b>0.0 TO 4.99</b>	<b>F (FAILS)</b>

- 1) **ATKT:** A student who fails in not more than two subjects in first semester can move to the second and third semester (i.e. getting maximum 2 ATKTs); and clear these (ATKTs) subjects in a supplementary examination held in the third semester. He has to clear these before he can appear for the third semester-end examination.
- 2) A student who fails in more than two subjects can appear in the supplementary examination in all subjects but cannot go to the next semester. A student who fails in the practical's component or job training may be required to repeat that component and pass in the examination conducted separately for that component.
- 3) A student with ATKT has to appear in a supplementary examination in Progressive Evaluation (PE) or semester end - Final Evaluation (FE); whichever component the candidate has failed.
- 4) Carry forward Internal Marks for students failed in more than 2 subjects: If a student has passed in Progressive Evaluation but failed in total of the subject/s; the progressive evaluation marks are carried forward.