

# University of Mumbai

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Academic Authorities,  
Meetings & Services (AAMS)  
Room No. 128, M. G. Road, Fort,  
Mumbai – 400 032.  
Tel. 022-68320033

Re- accredited with A ++ Grade (CGPA 3.65) by NAAC  
Category- I University Status awarded by UGC

No. AAMS\_UGS/ICD/2024-25/ 456

Date : 24<sup>th</sup> March, 2025.

To,  
The Director,  
Garware Institute of Career Education  
and Development,  
Vidyanagari  
Santacruz (East)  
**Mumbai – 400 098.**

**Sub : M.Com (Agri Business & Rural Management)**  
**(Two year)(Sem - I & II).**

Sir,

With reference to the subject noted above, this is to inform you that the recommendations made by the **Advisory Committee & Board of Management** of Garware Institute of Career Education & Development at its Meeting held on **4<sup>th</sup> September, 2023** & resolution passed by the **Board of Deans** at its meeting held on **9<sup>th</sup> August, 2023** vide Item No. **9.2** have been accepted by the **Academic Council** at its meeting held on **1<sup>st</sup> November, 2023** vide Item no. **9.3 (A) 6 (N)** and subsequently approved by the **Management Council** at its meeting held on **14<sup>th</sup> August, 2024** vide Item No. **6** that in accordance therewith, in exercise of the powers conferred upon the Management Council under Section 74(4) of the Maharashtra Public Universities Act, 2016 (Mah. Act No. VI of 2017) the following program with Ordinance for Title of the Program, Eligibility and Regulation numbers for Duration of Program, Intake Capacity, Scheme of Examinations, Standard of Passing and Credit Structure along with syllabus of **M.Com (Agri Business & Rural Management) (Sem I & II)** (Appendix – 'A') have been introduced and the same have been brought into force with effect from the academic year **2023-24.**

The New Ordinances & Regulations as per NEP 2020 is as follows :-

Sr. No	Name of the Programme	Ordinance no. for Title	Ordinance no for Eligibility	Duration
A	P.G Diploma in Agri Business & Rural Management	O.GPA – 29 A	O.GPA – 30 A	Two year
B	M.Com.(Agri Business & Rural Management)	O.GPA – 29 B	O.GPA – 30 B	
C	M.Com (Agri Business & Rural Management)	O.GPA – 29 C	O.GPA – 30 C	One year

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: 2 :

Regulation Nos	
Duration	R. GPA - 66
Intake Capacity	R. GPA - 67
Scheme of examination	R. GPA - 68
Standard of Passing	R. GPA - 69
Credit Structure	R. GPA - 70 A
	R. GPA - 70 B
	R. GPA - 70 C
	R. GPA - 70 D

  
(Dr. Prasad Karande)  
REGISTRAR

A.C/9.3(A)6 (N)/01/11/2023  
M.C/6/14/8/2024

\*\*\*\*\*

Copy forwarded with Compliments for information to:-

- 1) The Chairman, Board of Deans
- 2) The Dean, Faculty of Commerce & Management,
- 3) The Director, Board of Examinations and Evaluation,
- 4) The Director, Board of Students Development,
- 5) The Director, Department of Information & Communication Technology,
- 6) The Co-ordinator, MKCL.

<b>Copy forwarded for information and necessary action to :-</b>	
1	The Deputy Registrar, (Admissions, Enrolment, Eligibility and Migration Dept)(AEM), <a href="mailto:dr@eligi.mu.ac.in">dr@eligi.mu.ac.in</a>
2	The Deputy Registrar, Result unit, Vidyanagari <a href="mailto:drresults@exam.mu.ac.in">drresults@exam.mu.ac.in</a>
3	The Deputy Registrar, Marks and Certificate Unit,. Vidyanagari <a href="mailto:dr.verification@mu.ac.in">dr.verification@mu.ac.in</a>
4	The Deputy Registrar, Appointment Unit, Vidyanagari <a href="mailto:dr.appointment@exam.mu.ac.in">dr.appointment@exam.mu.ac.in</a>
5	The Deputy Registrar, CAP Unit, Vidyanagari <a href="mailto:cap.exam@mu.ac.in">cap.exam@mu.ac.in</a>
6	The Deputy Registrar, College Affiliations & Development Department (CAD), <a href="mailto:deputyregistrar.uni@gmail.com">deputyregistrar.uni@gmail.com</a>
7	The Deputy Registrar, PRO, Fort, (Publication Section), <a href="mailto:Pro@mu.ac.in">Pro@mu.ac.in</a>
8	The Deputy Registrar, Executive Authorities Section (EA) <a href="mailto:eau120@fort.mu.ac.in">eau120@fort.mu.ac.in</a>  He is requested to treat this as action taken report on the concerned resolution adopted by the Academic Council referred to the above circular.
9	The Deputy Registrar, Research Administration & Promotion Cell (RAPC), <a href="mailto:rapc@mu.ac.in">rapc@mu.ac.in</a>
10	The Deputy Registrar, Academic Appointments & Quality Assurance (AAQA) dy.registrar.tau.fort.mu.ac.in <a href="mailto:ar.tau@fort.mu.ac.in">ar.tau@fort.mu.ac.in</a>
11	The Deputy Registrar, College Teachers Approval Unit (CTA), <a href="mailto:concolsection@gmail.com">concolsection@gmail.com</a>
12	The Deputy Registrars, Finance & Accounts Section, fort <a href="mailto:draccounts@fort.mu.ac.in">draccounts@fort.mu.ac.in</a>
13	The Deputy Registrar, Election Section, Fort <a href="mailto:drelection@election.mu.ac.in">drelection@election.mu.ac.in</a>
14	The Assistant Registrar, Administrative Sub-Campus Thane, <a href="mailto:thanesubcampus@mu.ac.in">thanesubcampus@mu.ac.in</a>
15	The Assistant Registrar, School of Engg. & Applied Sciences, Kalyan, <a href="mailto:ar.seask@mu.ac.in">ar.seask@mu.ac.in</a>
16	The Assistant Registrar, Ratnagiri Sub-centre, Ratnagiri, <a href="mailto:ratnagirisubcentar@gmail.com">ratnagirisubcentar@gmail.com</a>
17	The Director, Centre for Distance and Online Education (CDOE), Vidyanagari, <a href="mailto:director@idol.mu.ac.in">director@idol.mu.ac.in</a>
18	Director, Innovation, Incubation and Linkages, Dr. Sachin Laddha <a href="mailto:pinkumanno@gmail.com">pinkumanno@gmail.com</a>
19	Director, Department of Lifelong Learning and Extension (DLLE), <a href="mailto:dlleuniversityofmumbai@gmail.com">dlleuniversityofmumbai@gmail.com</a>

**Copy for information :-**

1	P.A to Hon'ble Vice-Chancellor, <a href="mailto:vice-chancellor@mu.ac.in">vice-chancellor@mu.ac.in</a>
2	P.A to Pro-Vice-Chancellor <a href="mailto:pvc@fort.mu.ac.in">pvc@fort.mu.ac.in</a>
3	P.A to Registrar, <a href="mailto:registrar@fort.mu.ac.in">registrar@fort.mu.ac.in</a>
4	P.A to all Deans of all Faculties
5	P.A to Finance & Account Officers, (F & A.O), <a href="mailto:camu@accounts.mu.ac.in">camu@accounts.mu.ac.in</a>

**To,**

1	The Chairman, Board of Deans <a href="mailto:pvc@fort.mu.ac.in">pvc@fort.mu.ac.in</a>
2	<b>Faculty of Humanities,</b> <b>Dean</b> 1. Prof.Anil Singh <a href="mailto:Dranilsingh129@gmail.com">Dranilsingh129@gmail.com</a>  <b>Associate Dean</b> 2. Dr.Suchitra Naik <a href="mailto:Naiksuchitra27@gmail.com">Naiksuchitra27@gmail.com</a>  3.Prof.Manisha Karne <a href="mailto:mkarne@economics.mu.ac.in">mkarne@economics.mu.ac.in</a>
	<b>Faculty of Commerce &amp; Management,</b> <b>Dean</b> 1. Dr.Kavita Laghate <a href="mailto:kavitalaghate@jbims.mu.ac.in">kavitalaghate@jbims.mu.ac.in</a> <b>Associate Dean</b> 2. Dr.Ravikant Balkrishna Sangurde <a href="mailto:Ravikant.s.@somaiya.edu">Ravikant.s.@somaiya.edu</a>  3. Prin.Kishori Bhagat <a href="mailto:kishoribhagat@rediffmail.com">kishoribhagat@rediffmail.com</a>

	<p><b>Faculty of Science &amp; Technology</b></p> <p><b>Dean</b></p> <p>1. Prof. Shivram Garje  <a href="mailto:ssgarje@chem.mu.ac.in">ssgarje@chem.mu.ac.in</a></p> <p><b>Associate Dean</b></p> <p>2. Dr. Madhav R. Rajwade  <a href="mailto:Madhavr64@gmail.com">Madhavr64@gmail.com</a></p> <p>3. Prin. Deven Shah  <a href="mailto:sir.deven@gmail.com">sir.deven@gmail.com</a></p>
	<p><b>Faculty of Inter-Disciplinary Studies,</b></p> <p><b>Dean</b></p> <p>1. Dr. Anil K. Singh  <a href="mailto:aksingh@trcl.org.in">aksingh@trcl.org.in</a></p> <p><b>Associate Dean</b></p> <p>2. Prin. Chadrashekhhar Ashok Chakradeo  <a href="mailto:cachakradeo@gmail.com">cachakradeo@gmail.com</a></p>
3	Chairman, Board of Studies,
4	The Director, Board of Examinations and Evaluation, <a href="mailto:dboee@exam.mu.ac.in">dboee@exam.mu.ac.in</a>
5	The Director, Board of Students Development, <a href="mailto:dsd@mu.ac.in">dsd@mu.ac.in</a> <b>DSW</b> <a href="mailto:direcotr@dsw.mu.ac.in">direcotr@dsw.mu.ac.in</a>
6	The Director, Department of Information & Communication Technology, <a href="mailto:director.dict@mu.ac.in">director.dict@mu.ac.in</a>

**As Per NEP 2020**

# University of Mumbai



Title of the program

A-P.G. Diploma in Agri Business & Rural Management

B- M.Com. (Agri Business & Rural Management) (Two Year) } 2023-24

C-M.Com. (Agri Business & Rural Management) (One Year)- 2027-28

**(Garware Institute of Career Education and Development)**

## **Syllabus for Semester- Semester I and II**

**Ref: GR dated 16<sup>th</sup> May,2023 for Credit Structure of PG**

# UNIVERSITY OF MUMBAI



(AS PER NEP 2020)

Sr. No.	Heading	Particulars	
1	Title of program O: <u>GPA-29A</u>	A	P.G. Diploma in Agri Business & Rural Management
	O: <u>GPA-29B</u>	B	M.Com. (Agri Business & Rural Management) (Two Year)
	O: <u>GPA-29C</u>	C	M.Com. (Agri Business & Rural Management) (One Year)
2	Eligibility O: <u>GPA-30A</u>	A	Graduate in any faculty <b>OR</b> Passed Equivalent Academic Level 5.5
	O: <u>GPA-30B</u>	B	1. The candidate who has successfully completed P.G. Diploma in Agri Business & Rural Management. 2. The candidate whose Post Graduate Diploma credits are 60% equivalent to M.Com. (Agri Business & Rural Management) & he/she earns minimum 8 Credits from P.G. Diploma in Agri Business & Rural Management. 3. As per NEP criteria on the basis of RPL- Recognition of Prior Learning, Candidate to be admitted to 2 <sup>nd</sup> Year subject to He/she securing minimum 50% in the 1 <sup>st</sup> Year assessment of PGDABRM & proof of employment of Minimum 2 Years <b>OR</b> Passed Equivalent Academic Level 6.0
	O: <u>GPA-30C</u>	C	Any Graduate with 4 year U.G. Degree (Honours / Honours with Research) with Specialization in concerned subject or equivalent academic level 6.0 <b>OR</b> Graduate with four years UG Degree (Honours / Honours with Research) program with maximum credits required for award of Minor degree is allowed to take up the Post graduate program in Minor subject provided the student has acquired the required number of credits as prescribed by NEP.
3	Duration of Program R: <u>GPA-66</u>	A	1 Year
		B	2 Years

		C	1 Year
4	R: <u>GPA-67</u> Intake Capacity	60	
5	R: <u>GPA-68</u> Scheme of Examination	NEP 50% Internal – Continuous Evaluation 50% External- Semester End Examination Individual Passing in Internal and External Examination	
6	Standards of Passing R: <u>GPA-69</u>	50% in each component	
7	Credit Structure R: <u>GPA-70A</u> R: <u>GPA-70B</u> R: <u>GPA-70C</u> R: <u>GPA-70D</u>	Attached herewith	
8	Semesters	A	Sem I & II
		B	Sem I, II, III, & IV
		C	Sem. I & II
9	Program Academic Level	A	6.0
		B	6.5
		C	6.5
10	Pattern	Semester	
11	Status	New	
12	To be implemented from Academic Year Progressively	A	2023-24
		B	
		C	2027-28

KmVayak

Dr. Keyurkumar M. Nayak,  
Director,  
UM-GICED

KR Laghate

Prof.(Dr.) Kavita Laghate  
Dean,  
Faculty of Commerce & Management



## **PREAMBLE:**

More than fifty percent of the youth Indian population is dependent on 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 designed to offer education to graduate students from rural areas 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 are to motivate the participant to initiate activity such as opening small units near farm gates. These units will have linkage to regional and national marketing organizations with value addition in rural produce. The Skilling program will develop barefoot managers and confident young leadership.

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.

## **Aims and Objectives:**

- 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 queue up for jobs but think all the time about innovation and entrepreneurships.

5) Credit Structure of the program – (Parishisth-1)

**M.Com. Agri Business & Rural Management**

Year (2 Yr PG)	Level	Sem. (2 Yr)	Major		RM	OJ T / FP	RP	Cum . Cr.	Degree
			Mandatory	Electives					
I	6.0	Sem I	Principles of Agri Management (4 Cr)	Accounting & Finance (4 Cr)	4			22	PG Diplo ma (after 3 Yr Degree )
			Agricultural Products (4 Cr)	Human Resource Management (4 Cr)					
		Production & Operations Management (4 Cr)	Information Technology (4 Cr)						
			Business Communication (2 Cr)					22	
			14	4	4			22	
		Sem II	Soil and Water Management (4 Cr)	Strategic Management (4 Cr)		4		22	
			Rural Society, Public Policy and Law (2 Cr)	Communication & Presentation Skills (4 Cr)					
			Sustainable Agriculture (4 Cr)	Rural & Managerial Economics (4 Cr)					
			Rural Marketing & Services (4 Cr)						
<b>Cum. Cr. For PG Diploma</b>			<b>28</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>-</b>	<b>44</b>	
<b>Exit option: PG Diploma (44 Credits) after Three Year UG Degree Commerce, Science &amp; Arts</b>									

Year (2 Yr PG)	Level	Sem. (2 Yr)	Major		RM	OJT / FP	RP	Cum. Cr.	Degree
			Mandatory	Electives					
II	6.5	Sem III	Agriculture Costing & Management of Micro Financing (4 Cr)	Corporate Social Responsibility (4 Cr)			4 R P	22	PG Degree After 3- Yr UG Or PG Degree after 4- Yr UG
			Rural Development & Administration (4 Cr)	<b>OR</b> International Trade Management (4 Cr)					
		Live Stock Management (4 Cr)							
			Foundation Knowledge of Equipment & Technology (2 Cr)						
			14	4			4	22	
		Sem IV	Entrepreneurship in Rural Business (4 Cr)	Corporate Social Responsibility (4 Cr)			6 R P	22	
			Agro-processing Industry (4 Cr)	<b>OR</b> International Trade Management (4 Cr)					
			Emerging markets in rural Agribusiness (4 Cr)						
<b>Cum. Cr. for 1 Yr PG Degree</b>			<b>26</b>	<b>8</b>			<b>10</b>	<b>44</b>	
<b>Cum. Cr. for 2 Yr PG Degree</b>			<b>54</b>	<b>16</b>	<b>4</b>	<b>4</b>	<b>10</b>	<b>88</b>	
<b>2 Years-4 Sem. PG Degree (88 credits) after Three Year UG Degree or 1 Year-2 Sem PG Degree (44 credits) after Four Year UG Degree</b>									

*Km Nayak*

Dr. Keyurkumar M. Nayak,  
Director,  
UM-GICED

*KR Laghate*

Prof.(Dr.) Kavita Laghate  
Dean,  
Faculty of Commerce & Management

## SEMESTER-WISE SYLLABUS

M.Com. (Agri Business & Rural Management)							
	Subject Code	Core Subjects	Assessment Pattern			Teaching Hours	Total Credits
			Internal Marks	External Marks	Total Marks	Total Hrs	Total Credits
<b>S E M E S T E R I</b>	<b>Major Mandatory</b>						
	PGABRMS1MJP1	Principles of Agri Management	50	50	100	60	4
	PGABRMS1MJP2	Agricultural Products	50	50	100	60	4
	PGABRMS1MJP3	Production & Operations Management	50	50	100	60	4
	PGABRMS1MJP4	Business Communication	25	25	50	30	2
	<b>Major Electives</b>						
	PGABRMS1P5A	Accounting & Finance	50	50	100	60	4
	PGABRMS1P5B	Human Resource Management	50	50	100	60	4
	PGABRMS1P5C	Information Technology	50	50	100	60	4
	<b>Research Methodology</b>						
PGABRMS1P6	Research Methodology	50	50	100	60	4	
<b>TOTAL</b>			<b>275</b>	<b>275</b>	<b>550</b>	<b>330</b>	<b>22</b>
<b>S E M E S T E R II</b>	<b>Major Mandatory</b>						
	PGABRMS2MJP7	Soil and Water Management	50	50	100	60	4
	PGABRMS2MJP8	Rural Society, Public Policy and Law	25	25	50	30	2
	PGABRMS2MJP9	Sustainable Agriculture	50	50	100	60	4
	PGABRMS2MJP10	Rural Marketing & Services	50	50	100	60	4
	<b>Major Electives</b>						
	PGABRMS2P11A	Strategic Management	50	50	100	60	4
	PGABRMS2P11B	Communication & Presentation Skills	50	50	100	60	4
	PGABRMS2P11C	Rural & Managerial Economics	50	50	100	60	4
	<b>On Job Training / Field Project</b>						
PGABRMS2P12	On Job Training / Field Project	100	–	100	60	4	
<b>TOTAL</b>			<b>325</b>	<b>225</b>	<b>550</b>	<b>330</b>	<b>22</b>

	Subject Code	Core Subjects	Assessment Pattern			Teaching Hours	Total Credits
			Internal Marks	External Marks	Total Marks	Total Hrs	Total Credits
<b>SEMESTER III</b>	<b>Major Mandatory</b>						
	M.COMABRMS3MJP13	Agriculture Costing & Management of Microfinancing	50	50	100	60	4
	M.COMABRMS3MJP14	Rural Development & Administration	50	50	100	60	4
	M.COMABRMS3MJP15	Live Stock Management	50	50	100	60	4
	M.COMABRMS3MJP16	Foundation Knowledge of Equipment & Technology	25	25	50	30	2
	<b>Major Electives (Any one)</b>						
	M.COMABRMS3P17A	Corporate Social Responsibility	50	50	100	60	4
	M.COMABRMS3P17B	International Trade Management	50	50	100	60	4
	<b>Research Project (RP)</b>						
	M.COMABRMS3P18	Research Project	100	–	100	60	4
<b>TOTAL</b>			<b>325</b>	<b>225</b>	<b>550</b>	<b>330</b>	<b>22</b>
<b>SEMESTER IV</b>	<b>Major Mandatory</b>						
	M.COMABRMS4MJP19	Entrepreneurship Rural Business	50	50	100	60	4
	M.COMABRMS4MJP20	Agro Processing Industry	50	50	100	60	4
	M.COMABRMS4MJP21	Emerging markets in rural Agribusiness	50	50	100	60	4
	<b>Major Electives (Any One)</b>						
	M.COMABRMS4P22A	Corporate Social Responsibility	50	50	100	60	4
	M.COMABRMS4P22B	International Trade Management	50	50	100	60	4
	<b>Research Project (RP)</b>						
	M.COMABRMS4P23	Research Project	100	–	100	90	6
	<b>TOTAL</b>			<b>300</b>	<b>200</b>	<b>500</b>	<b>330</b>

**Sem.-I**

## M.Com. (Agri Business & Rural Management)

### SEMESTER I

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>I</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>PRINCIPLES OF AGRI MANAGEMENT</b>
<b>PAPER NO.</b>	<b>:</b>	<b>1</b>

### 1.1 PRINCIPLES OF AGRI MANAGEMENT

#### Course Objective:

- To introduce students to the field of agricultural management and its significance in modern farming practices.
- To teach students how to develop effective farm plans and make informed decisions regarding crop selection, land use, resource allocation, and more.
- To provide students with the knowledge and skills needed to manage the financial aspects of agricultural enterprises, including budgeting, financial analysis, and risk management.
- To help students understand marketing strategies, pricing, and market analysis in the context of agricultural products, including the identification of market trends and consumer preferences.

#### Course Outcome:

- Students should have a solid understanding of the fundamental principles and concepts related to agricultural management, including planning, organizing, and controlling agricultural activities.
- Students should be able to demonstrate knowledge of crop and livestock management practices, including crop selection, planting, cultivation, and animal husbandry.
- Students should be able to effectively manage agricultural resources such as land, water, and nutrients to optimize crop and livestock production while minimizing environmental impact.
- Students should be familiar with the financial aspects of agricultural management, including budgeting, cost analysis, and financial planning.

#### Learning Outcome:

- Students should gain an understanding of different agricultural systems, including crop farming, livestock production, agribusiness, and integrated farming systems.
- They should learn how these systems function and interact within the broader agricultural industry.
- Learners should be able to explain the concept of sustainable agriculture and its importance in modern farming practices.
- This includes knowledge of sustainable farming techniques, such as crop rotation, organic farming, and soil conservation. Students should develop the skills to manage crops and livestock effectively.
- This involves learning about crop selection, planting, harvesting, and animal husbandry practices, including feeding, health management, and breeding.

### Section 1

#### Unit 1

Principles of Management Evolution of Management, Functions of Management Elements in managing contributions of Taylor Mayo Peter Drucker Prahlad sanin

#### Unit 2

Planning a continuous process goods mission 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.

### Unit 3

Controlling Areas of performance control product, finance, proven of control / Appraisal taking remedial action Management Audit

### Unit 4

Case studies

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>I</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>AGRICULTURAL PRODUCTS</b>
<b>PAPER NO.</b>	<b>:</b>	<b>2</b>

## 1.2 AGRICULTURAL PRODUCTS:

### Course Objective:

- Students should develop a thorough understanding of what agricultural products are, including crops, livestock, and other products derived from farming and agriculture.
- Learn about different agricultural production techniques, including crop cultivation, animal husbandry, and sustainable farming practices.
- Gain knowledge about the quality standards and regulations governing agricultural products, including food safety and quality control measures.
- Understand the importance of proper post-harvest handling and storage techniques to maintain the quality and safety of agricultural products

### Course Outcome:

- Students should gain a comprehensive understanding of different agricultural products, including crops, livestock, and their by-products.
- Knowledge of crop production techniques, including planting, cultivation, irrigation, and harvesting for major crops like grains, fruits, vegetables, and specialty crops.
- Understanding livestock production practices, such as breeding, nutrition, health management, and housing, for various types of animals, including cattle, poultry, swine, and goats.
- Learning how to maintain the quality and safety of agricultural products throughout the production and supply chain, including methods of pest and disease control, food processing, and storage.

### Learning Outcome:

- Students should be able to identify and classify different agricultural products, including crops, livestock, and derived products such as processed foods, fibers, and biofuels.
- Understanding the principles of crop production, including selecting suitable crops, planting, cultivation, and harvesting techniques specific to each crop type.
- Knowledge of livestock farming practices, including animal husbandry, breeding, nutrition, and health management for various types of livestock (e.g., cattle, poultry, sheep, and pigs).
- Understanding the importance of proper post-harvest handling techniques to maintain the quality and safety of agricultural products.
- This includes storage, packaging, and transportation considerations.

## Unit 1

Nature and Scope of Agriculture and its Structure

- Global Overview of Agriculture- Importance of Agriculture, Structure of Agricultural Products,



- Crop Pattern of India, Globalization and Changing Structure of Agri Products
- Factors Influencing Agriculture – Agriculture Areas of Crop Specialization - Regional Analysis
- Impact of Climate Change on Agricultural Productivity- Analysis with Reference to Major Crop Area; Food Insecurity  
- Droughts and Floods
- Dispersal of Agriculture – Processes and Impact
- Farming methods

## Unit 2

### Changing Perspective in Agriculture

- Globalization and Agriculture- Agricultural Product Competitiveness Export Orientation Agricultural Production and Dependency of the Colonial Countries on the Colonies.
- Green Revolution- Need for Green Revolution- Production Performance -Problems in the Spread of Green Revolution-Effects of Green Revolution
- Agricultural Innovation- New Methods of Cultivation- Cooperative Farming, Contract
- Farming, Corporate Farming, Precision Farming and its Success Experiments.
- WTO and Agricultural Trade

### List of Reference:

1. Grigg, D. (1984): An Introduction to Agricultural Geography, Hutchinson Publication, London
2. Morgan, W. B. and Munton, R. J. C. (1977): Agricultural Geography, Methuen, London.
3. Singh, J. and Dhillon, S. S. (1984): Agricultural Geography, McGraw Hill, New Delhi
4. Dantwala et. al (1986): Agricultural Development Since Independence, Oxford and IBH, New Delhi.
5. Frankel, F. R. (1971): India's Green Revolution, Princeton University Press.
6. Borgstron, G. (1967), Hungry Planet, Collie Macmillan, Toronto.
7. The Hindu (2006): Survey of Indian Agriculture 2006. New Delhi
8. Bansil, B. C. (1975): Agricultural Problems of India, Delhi.
9. Grigg, D. B. (1974): The Agricultural Systems of the World, Cambridge University Press.
10. Dr K Venkata Reddy (2001): Agriculture and Rural Development, Himalya publication House, Delhi.
11. Carolyn Tanner and Margot a Bellamy: Issues in Agricultural Competitiveness Market Policies, IAAE Occasional paper series, edited by, Roger Rose.
12. 2012-13 Government of India, Ministry of Agriculture Department of Agriculture and Cooperation, Directorate of Economics and Statistics New Delhi.

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>I</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>
<b>PAPER NO.</b>	<b>:</b>	<b>3</b>

### 1.3 PRODUCTION AND OPERATIONS MANAGEMENT

#### Course Objective:

- Provide students with a comprehensive understanding of the fundamental concepts, principles, and importance of production and operations management in various industries.
- Teach students how to analyze and map production processes to identify inefficiencies, bottlenecks, and areas for improvement.
- Help students learn how to plan and manage production capacity to meet demand while minimizing costs and maintaining quality.
- Develop an understanding of inventory control techniques, including inventory optimization, safety stock management, and the economic order quantity (EOQ) model.

#### Course Outcome:

- Students should gain a deep understanding of the concept of operations management, its role within organizations, and its importance in achieving business objectives.
- The ability to design, model, and analyze production and service processes to enhance efficiency and productivity.
- Knowledge of capacity planning techniques, including capacity utilization, demand forecasting, and resource allocation, to ensure optimal resource utilization.
- Proficiency in managing inventory levels, including inventory control methods, safety stock, reorder points, and economic order quantity (EOQ) calculations.

#### Learning Outcome:

- Gain a foundational understanding of the principles, concepts, and theories related to production and operations management.
- Learn about different production processes, including batch production, mass production, job shop production, and continuous production, and understand when to apply each method.
- Understand capacity management and how to optimize the utilization of resources to meet production demands efficiently.
- Develop skills in production planning and scheduling to ensure that production runs smoothly and on time.

**Unit 1** Introduction to Production Management

**Unit 2** Production Planning and Control

**Unit 3** Project Management

**Unit 4** Supply Chain Management

**Unit 5** Inventory Management

**Unit 6** Post Harvest Management, Block Chain

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>I</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>BUSINESS COMMUNICATION -1</b>
<b>PAPER NO.</b>	<b>:</b>	<b>4</b>

## 1.1 BUSINESS COMMUNICATION -1

### Course Objective:

- Enhance students' oral and written communication skills, enabling them to express themselves effectively in various business contexts.
- Introduce students to communication models and theories, such as the sender-receiver model, to help them comprehend the dynamics of business communication.
- Teach students the importance of professional etiquette in business communication, including appropriate behavior in emails, meetings, and other professional interactions.
- Improve students' ability to write clear, concise, and well-structured business documents, such as emails, memos, reports, and business letters.

### Course Outcome:

- Gain a solid understanding of the fundamental concepts of communication, including the sender-receiver model, encoding and decoding messages, and the importance of feedback.
- Develop effective verbal communication skills, including clarity, conciseness, and the ability to articulate ideas clearly in both formal and informal settings.
- Improve written communication skills, focusing on business letters, memos, emails, and reports. Learn how to structure and format written documents professionally.
- Enhance your listening skills to become an active and empathetic listener, understanding the importance of listening in effective communication.

### Learning Outcome:

- Develop a fundamental understanding of communication principles, including the sender-receiver model, encoding and decoding, feedback, and noise.
- Recognize different communication channels and their suitability for various situations, such as face-to-face, written, verbal, and digital communication.
- Enhance written communication skills, including writing clear and concise emails, memos, reports, and business letters. Emphasize proper formatting, grammar, and punctuation.
- Improve verbal communication skills, including effective listening, speaking clearly and confidently, and using appropriate tone and language in various business contexts.

**Unit 1** Process of communication oral / written communication in organization

**Unit 2** Nature and scope

**Unit 3** Management of Written and Oral Communication

**Unit 4** Barriers to Effective Communication

**Unit 5** Report Writing

**Unit 6** Communication Technology and its impact on Office Procedures and Automation

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>I</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>FINANCIAL ACCOUNTING</b>
<b>PAPER NO.</b>	<b>:</b>	<b>5</b>

## 1.5 FINANCIAL MANAGEMENT OBJECTIVES

### Course Objective:

- Develop a solid understanding of fundamental financial concepts, including time value of money, risk and return, and the relationship between financial markets and organizations.
- Learn how to analyze financial statements, including balance sheets, income statements, and cash flow statements, to assess the financial health of a business.
- Gain proficiency in creating and managing budgets, as well as forecasting financial performance based on historical data and market trends.
- Understand the principles of capital budgeting and investment decision-making, including techniques like Net Present Value (NPV) and Internal Rate of Return (IRR).

### Course Outcome:

- Understand the concept of wealth maximization as a primary financial objective, emphasizing the goal of increasing the overall value of the organization for its shareholders.
- Learn how profit maximization, though not the sole objective, plays a crucial role in business decision-making and the trade-offs involved in pursuing higher profits.
- Explore strategies and tools for managing financial risks, including interest rate risk, market risk, credit risk, and operational risk.
- Understand the importance of maintaining an appropriate level of liquidity to meet short-term financial obligations and explore techniques for effective liquidity management.

### Learning Outcome:

- Understand the importance of setting clear financial objectives and goals for an organization, such as profit maximization, wealth maximization, or liquidity management.
- Comprehend the concept of risk and return and how it influences financial decision-making. Learn how to balance risk and return to achieve financial objectives.
- Develop skills in evaluating and selecting investment projects using techniques like Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period.
- Calculate and analyze the cost of capital, which includes the cost of debt, cost of equity, and weighted average cost of capital (WACC), to make informed investment decisions.

To gain understanding and to provide working knowledge of accounting concepts, detailed procedures and documentation involved in financial accounting system.

### LEARNING AIMS

- Understand the framework of accounting systems and the Generally Accepted Accounting Principles
- Prepare necessary financial statements related to different business entities
- Construct financial statements for understandability and relevance of stakeholders

### Unit 1 ACCOUNTING BASICS

- Fundamentals of Accounting: Accounting - Meaning, Scope and Significance of Accounting - Accounting Principles, Concepts and Conventions - Capital and Revenue Transactions – Depreciation - Rectification of Errors.
- Accounting for Special Transactions: Bills of Exchange - Consignment - Joint Venture - Insurance Claims (Loss of Stock and Loss of Profit).

## **Unit 2 PREPARATION OF FINANCIAL STATEMENTS**

- Preparation of Final Accounts of Profit Oriented organizations, Non-Profit Organizations and from Incomplete Records: Preparation of Financial statements of Profit Oriented organizations: P&L Account, Balance Sheet. Preparation of Financial Statements of Non- Profit making organizations: Preparation of Receipts & Payments Account, Income& Expenditure account and Balance Sheet. Preparation of Financial Statements from incomplete records (Single entry)
  
- Partnership Account: Admission, Retirement, Death, Treatment of Joint Life Policy, Dissolution of partnership firms including piece meal distribution, Amalgamation of partnership firms, Conversion of partnership firm into a company and sale of partnership firm to a company.

## **Unit 3 SELF-BALANCING LEDGERS, ROYALTIES, HIRE PURCHASE & INSTALLMENT SYSTEM, BRANCH & DEPARTMENTAL ACCOUNTS**

Self-Balancing Ledgers

- Royalty Accounts, Hire Purchase and Installment System.
- Branch and Departmental Accounts.

## **Unit 4 ACCOUNTING IN COMPUTERIZED ENVIRONMENT AND ACCOUNTING STANDARDS**

- Computerized Accounting System – Features, Significance, Grouping of Accounts, Ledger hierarchy, Accounting Packages and their selection criteria
- Accounting Standards (AS-1, AS-2, AS-7, AS-9, AS-6 and AS-10 has been replaced by revised AS-10)

## **Unit 5 Agricultural budgeting and cost estimation**

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>I</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>INFORMATION &amp; COMMUNICATION TECHNOLOGY-1</b>
<b>PAPER NO.</b>	<b>:</b>	<b>5</b>

## **1.2 INFORMATION & COMMUNICATION**

### **TECHNOLOGY-1 Unit 1**

#### Course Objective:

- Provide students with an overview of the field of ICT, its importance in modern society, and its role in various sectors, including business, education, and healthcare.
- Familiarize students with the basic components and functions of a computer system, including hardware, software, input/output devices, and operating systems.
- Develop digital literacy skills by teaching students how to navigate computer interfaces, use common software applications (e.g., word processing, spreadsheet, and presentation software), and manage files and folders.
- Introduce students to the internet, web browsers, and online services.
- Teach them how to search for information effectively, evaluate online sources, and practice safe internet behavior.

#### Course Outcome:

- Develop a foundational understanding of digital technologies, including hardware, software, and networks, and their role in modern society.
- Gain proficiency in using computers, including operating systems, file management, and software applications such as word processing, spreadsheet, and presentation software.
- Learn how to effectively use the internet for research, communication, and information retrieval. Understand web browsers, search engines, and online security.
- Acquire skills in using email for professional communication, including composing, sending, receiving, and managing emails.

#### Learning Outcome:

- Develop a foundational understanding of digital technologies, including computers, software, and hardware components.
- Gain proficiency in using different operating systems (e.g., Windows, macOS, Linux) and perform basic tasks like file management, software installation, and system customization.
- Understand the concepts of the internet, networks, and how data is transmitted online. Learn about internet protocols, IP addresses, and the basics of network security.
- Familiarize yourself with essential computer hardware components, including CPUs, RAM, storage devices, and peripherals, and understand their functions.

Historical Perspective of Computers & Information Technology, working of computers hardware and software, Basics of Networking

#### Unit 2

Components of Networks, LAN/WAN/MAN, various options for Networking for a business, various media for communication Satellite, Copper fiber optic.

#### Unit 3

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.

## Unit 4

Impact of IT, Over view of Concepts such as ERP, SCM, CRM, Data warehousing, Business Intelligence, e-commerce, e-Business, Knowledge Management – Case Studies.

## Unit 5

- Customer Relationship Management
- Sale and Distribution
- Digital Marketing/ Social Media/ Blogging
- Usage of various smart device application other suggestions, soft skill Development, Business Communication.

<b>COURSE NAME</b>	:	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	:	<b>I</b>
<b>SUBJECT TITLE</b>	:	<b>HUMAN RESOURCE MANAGEMENT</b>
<b>PAPER NO.</b>	:	<b>5</b>

### 1.5 HUMAN RESOURCE MANAGEMENT:

#### Course Objective:

- Develop a fundamental understanding of the concept, scope, and importance of Human Resource Management in organizations.
- Explore the historical evolution of HRM, from its traditional personnel management roots to its contemporary strategic role in organizations.
- Understand the legal and ethical aspects of HRM, including labor laws, equal employment opportunity, and ethical considerations in HR decision-making.
- Learn how HRM aligns with an organization's overall strategic goals and contributes to its competitive advantage.

#### Course Outcome:

- Develop a comprehensive understanding of the role and significance of HRM in modern organizations.
- Familiarize students with various HRM functions, including recruitment, selection, training and development, compensation, performance management, and employee relations.
- Understand the legal and ethical frameworks governing HRM, including labor laws, discrimination laws, and employee rights.
- Learn effective recruitment and selection strategies, including job analysis, sourcing candidates, conducting interviews, and making hiring decisions.

#### Learning Outcome:

- Develop a foundational understanding of the principles, concepts, and theories that underpin human resource management.
- Recognize the strategic role of HRM in achieving organizational goals and alignment with the overall business strategy.
- Understand recruitment and selection processes, including job analysis, job descriptions, sourcing candidates, interviewing techniques, and making hiring decisions.
- Learn strategies for attracting and retaining top talent, including employer branding, talent pipelines, and succession planning.

## Unit 1

HR Planning, Job design, Selection & Recruitment of employees, Incentives Reward Compensation, Introduction to legal aspect

## **Unit 2**

Personality: Meaning and Determinants of Personality  
Process of Personality Formation  
Personality Types  
Assessment of Personality Traits for Increasing Self  
Awareness

## **Unit 3**

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.

## **Unit 4**

Motivation Concepts  
Theories of Motivation and their Applications for Behavioral Change.

## **Unit 5**

Team Effectiveness: High performing teams, Team Roles, cross functional and self-directed teams

## **Unit 6**

Organizational Design: Structure, size, technology  
Environment of organization;  
Organizational Roles: -Concept of roles; role dynamics;  
role conflicts and stress.

## **Unit 7**

Leadership: Concepts and skills of leadership  
Leadership and managerial roles  
Leadership styles and effectiveness  
Contemporary issues in leadership.  
Power and Politics: sources and  
Uses of power; politics at workplace  
Tactics and strategies.

List of Reference:

1. Understanding Organizational Behavior –Udai Pareek
2. Organizational Behavior –Stephen Robbins
3. Human Resource Management: K Aswathappa, 5<sup>th</sup> edition  
TMG, 2009



**Sem.-II**

## SEMESTER 2

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>II</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>SOIL AND WATER MANAGEMENT</b>
<b>PAPER NO.</b>	<b>:</b>	<b>7</b>

### **2.7 SOIL AND WATER MANAGEMENT**

#### **Unit 1**

##### Course Objective:

- Develop a comprehensive understanding of the importance of soil and water resources in agriculture, ecosystems, and human survival.
- Learn about soil composition, texture, structure, and classification to assess soil quality and suitability for various purposes.
- Understand soil erosion processes, factors contributing to erosion, and strategies for soil conservation, including the use of terracing, contour farming, and cover cropping.
- Explore techniques for maintaining and enhancing soil fertility through organic and inorganic fertilization, crop rotation, and nutrient management.

##### Course Outcome:

- Students should be able to identify and describe the physical, chemical, and biological properties of soil, as well as understand soil classification systems.
- Develop skills in preventing soil erosion through techniques such as contour farming, terracing, and planting cover crops.
- Learn how to assess soil fertility, make recommendations for soil amendments (e.g., fertilizers, lime), and design nutrient management plans.
- Understand the importance of soil conservation practices and their application, including crop rotation, conservation tillage, and organic farming.

##### Learning Outcome:

- Understand the different types of soils, their properties, and how they are classified based on factors like texture, structure, and composition.
- Recognize the causes and consequences of soil erosion and learn strategies to prevent or mitigate erosion, such as contour farming and cover cropping.
- Learn how to assess soil fertility and nutrient content and develop soil fertility management plans using fertilizers, organic matter, and nutrient cycling techniques.
- Understand the principles of soil conservation and conservation practices, including terracing, contour farming, and buffer strips.

##### Soil Management

- Define soil, Concept of soil health management.
- Soil quality for sustainable productivity
- Soil health management under dryland conditions
- Soil fertility management in different cropping system
- Importance of soil testing (a) soil testing methods/ techniques (b) Soil testing based on fertilizer use
- Soil amendments
- Balanced and integrated nutrient management for better soil health and productivity
- Use of different organic manures i.e. FYM, Compost, Vermi compost, green manuring
- Use of micronutrients and Bio fertilizers

- Soil conservation Methods
- Carbon sequestration for sustainable productivity and soil health

## Unit 2

### Water Management

- Soil – Water relationship, movement of water in the soil and within the soil
- Soil moisture characteristics – soil moisture measurement
- Water requirement of different crops
- Scheduling of irrigation
  - a) based on soil moisture status
  - b) based on physiological status of crop
- Irrigation Methods
  - a) Surface method of irrigation
  - b) Sub-surface irrigation
  - c) Sprinkler Method
  - d) Drip irrigation
- Quality of irrigation water- Total soluble salts, Sodium concentrations and carbonate and Bicarbonate.
- Field drainage systems for better water management
- Soil moisture conservation techniques- Mechanical measures, contour farming, Strip farming etc.
- Water harvesting and water recycling
- Watershed management
- Water management in rainfed agriculture

- Water resources in India
- Water use efficiency – factors affecting water use efficiency, Measures to increase water use efficiency.
- Land development for irrigation management.
- Reference Books :
- 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

<b>COURSE NAME</b>	:	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	:	<b>II</b>
<b>SUBJECT TITLE</b>	:	<b>RURAL SOCIETY, PUBLIC POLICY &amp; LAW</b>
<b>PAPER NO.</b>	:	<b>8</b>

## 2.8 RURAL SOCIETY, PUBLIC POLICY & LAW

### Course Objective:

- Develop a deep understanding of the structure, dynamics, and characteristics of rural societies, including their cultural, social, economic, and demographic aspects.
- Explore the historical evolution of rural communities, policies, and laws, and analyze how they have shaped the current rural landscape.
- Examine the formulation, implementation, and evaluation of public policies that affect rural areas, such as agricultural policies, rural development programs, and poverty alleviation initiatives.
- Familiarize students with the legal framework governing rural areas, including land tenure, property rights, environmental regulations, and rural governance structures.

### Course Outcome:

- Gain insights into the characteristics, diversity, and challenges of rural societies, including aspects of culture, tradition, and livelihoods.
- Explore the historical evolution of rural communities, including changes in land use, agriculture, and rural economies.
- Analyze different models and approaches to rural development, including modernization, sustainable development, and community-based initiatives.
- Develop the ability to analyze public policies related to rural development, agriculture, education, healthcare, infrastructure, and social welfare.

### Learning Outcome:

- Develop a comprehensive understanding of rural society, its demographics, culture, and social structures, including the role of family, community, and traditions.
- Study the historical and contemporary factors influencing rural development, including economic, social, and environmental aspects.
- Gain insights into agricultural practices, technologies, and innovations that are prevalent in rural areas, including crop cultivation, livestock management, and sustainable farming techniques.
- Understand the rural economy, including income sources, employment patterns, and the impact of agriculture on the overall economic structure.

## Unit 1

Rural Society in India and its Villages, Historical and Conceptual Understanding  
 Characteristics and nature of Village Society Indian Village Various Perspectives Village  
 Social Institutions-I (Family, Marriage and Kinship) Village Social Institutions-II (Economy,  
 Polity and Religion)

## Unit 2

Rural Society in India: Understanding Social Structure Caste Adivasis/Indigenous People Class Gender Intersectionality of Life in Rural India. Role of women in rural development.

## Unit 3

Fundamentals of Rural Demography and Economics Rural Population Rural Economy Rural Labour Force and Female Labour Force Participation Rural Poverty Migration

## Unit 4

Rural Social Transformation Agrarian Crisis in Rural India Crisis in Education and Health Water, Sanitation and Hygiene Rural Aspiration and Consumerism Rural Transformation and its Challenges. Agriculture co-operative structure in India.

## Unit 5

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 warranties. The doctrines of Caveat Emptor. Transfer of ownership.

## Unit 6

Company law: Formation of a company. Memorandum and articles of association. Nature and contents. Relevant provisions of MRTP Act, FEMA, SEBI. • Negotiable Instrument act • Partnership act • Company act-1956 • Contingent and Quasi act • Bailment and Pledge • Agency  
• Contract of Indemnity and Guarantee

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>II</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>SUSTAINABLE AGRICULTURE</b>
<b>PAPER NO.</b>	<b>:</b>	<b>9</b>

## 2.9 SUSTAINABLE AGRICULTURE

Course Objective:

- Define and explain the concept of sustainability in the context of agriculture, including its environmental, social, and economic dimensions.
- Develop an awareness of the environmental impact of conventional farming practices and learn how sustainable agriculture can mitigate negative effects on ecosystems, soil, and water resources.
- Explore the importance of maintaining and enhancing soil health through sustainable practices like crop rotation, cover cropping, and reduced tillage.
- Understand the benefits of crop diversification, including increased resilience to pests, diseases, and climate change, and learn how to implement diverse cropping systems.

Course Outcome:

- Develop a comprehensive understanding of the principles, concepts, and goals of sustainable agriculture, including its environmental, economic, and social dimensions.
- Recognize the importance of maintaining and enhancing ecosystem health and biodiversity in agricultural systems.
- Understand the critical role of soil health in sustainable agriculture, including soil conservation, organic matter management, and reduced chemical inputs.

- Learn about the benefits of crop diversification, crop rotation, and polyculture in sustainable farming practices.

Learning Outcome:

- Develop a deep understanding of the concept of sustainability and its relevance to agriculture, including the three pillars of sustainability: environmental, economic, and social.
- Learn about practices that promote environmental sustainability, such as soil conservation, water management, and biodiversity preservation.
- Understand the importance of soil health and the principles of soil conservation, including soil testing, organic matter management, and reduced tillage.
- Explore the benefits of crop diversity, including crop rotation, intercropping, and the use of cover crops to improve soil fertility and reduce pest pressure.

**Unit 1** Concrete alternatives emerging from alternative Agriculture Movement

**Unit 2** Compost and Organic Fertilizers

**Unit 3** Worm Culture

**Unit 4** Agriculture in Arid Land – Green Houses

**Unit 5** Organic Farming

**Unit 6** Soil and Water Conservation

**Unit 7** Prawn Farming, Sheep Rearing

**Unit 8** Emerging Opportunities in Spices

**Unit 9** Emerging Opportunities in Breakfast food

**Unit 10** Emerging Opportunities in Milk Products Soya Milk

**Unit 11** Emerging Opportunities in Spices, Protein Foods

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>II</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>RURAL MARKETING AND SERVICES</b>
<b>PAPER NO.</b>	<b>:</b>	<b>10</b>

## **2.10 RURAL MARKETING AND SERVICES**

Course Objective:

- Develop an understanding of the unique characteristics and dynamics of rural markets, including demographics, consumer behavior, and cultural aspects.
- Learn how to assess and analyze rural markets, including market size, potential, and competition.
- Understand the need for adapting products and services to meet the specific requirements and preferences of rural consumers.
- Explore distribution channels and strategies suitable for reaching rural consumers efficiently, considering factors like infrastructure and logistics.

#### Course Outcome:

- Students will have a deep understanding of the unique characteristics and dynamics of rural markets, including the cultural, social, economic, and geographical factors that influence them.
- Graduates will be proficient in conducting market assessments and analyzing rural markets to identify opportunities and challenges.
- Students will be able to adapt products and services to cater to the specific needs and preferences of rural consumers, considering factors like affordability and utility.
- Graduates will possess the knowledge and skills to develop and implement distribution strategies that efficiently reach rural consumers, accounting for infrastructure limitations and transportation challenges.

#### Learning Outcome:

- Students will develop a deep understanding of the unique characteristics and dynamics of rural markets, including demographic, economic, and cultural factors.
- Graduates will be able to assess rural markets effectively, considering factors such as market size, potential, competition, and consumer behavior.
- Students will understand the importance of adapting products and services to meet the specific needs and preferences of rural consumers.
- Graduates will be proficient in designing and implementing distribution strategies tailored to rural contexts, accounting for challenges related to infrastructure and logistics

### Section 1

#### Rural Market Challenges and opportunities:

##### Unit 1

Emerging profile of Rural Markets in India problems, Regulated Markets constraints, quality orientation, standardization and grading.

##### Unit 2

Large scattered market over a wide Geographical area, Low standard of Living, traditional outlook 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

##### Unit 3

Scope of Rural marketing in India gradual Higher purchasing power, increase in demand large number of consumers' needs exposure growing urbanization opinion leads market growth in Rural Market higher then urban.

##### Unit 4

Problem of Rural marketing: Transportation problems many languages and dialect, inadequate deales networks.

##### Unit 5

Emerging profile of the Rural Consumer Rural Market Experimentation targeting and positioning Factors affecting Rural Consumer Behavior – Social cultural and Technological factors

##### Unit 6

Cooperation – principles – gedutco- cooperative societies Role of cooperation social and economic Development Role of local leadership competition from noncooperation 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.

## Unit 7

Intellectual property rights and GI. Enam system for agriculture

### Section 2

#### **Rural Services Challenges and opportunities:**

#### **Unit 1**

Present status of opportunities and gaps in it India (Road water Electricity Health Care)

#### **Unit 2**

Role of Authority (Local, State & Central Government) in providing connectivity of villages to towns cities, sea ports) Rural Hospital and Health care and education.

#### **Unit 3**

Roal of Financial Institutions – Cooperatives Banks Nabard and World Bank.

#### **Unit 4**

Business and Marketing opportuniting in infrastructure Development- Ponds, Roads, wind and solar energy for power, Solar lamps for lighting, Gobar Gas plants, Compost plants etc., APMC markets. Food

Security List of Reference:

1. Dr. K Venkata Reddy (2001): Agriculture and Rural Development, Himalya publication House, Delhi.

Carolyn Tanner and Margot A Bellamy: Issues in Agricultural Competitiveness Market Policies, IAAE Occasional paper series, edited by, Roger Rose.

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>II</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>STRATEGIC MANAGEMENT</b>
<b>PAPER NO.</b>	<b>:</b>	<b>11</b>

## 2.10 STRATEGIC MANAGEMENT

### Course Objective:

- Develop a foundational understanding of the principles, concepts, and theories that underpin strategic management in organizations.
- Learn how to assess an organization's internal and external environments, including strengths, weaknesses, opportunities, and threats (SWOT analysis).
- Understand the process of formulating organizational strategies, including defining mission and vision, setting objectives, and identifying strategic alternatives.
- Develop the ability to scan the external environment for industry trends, market changes, and competitive forces that may impact an organization's strategy.

### Course Outcome:

- Students will develop the ability to think strategically, considering long-term goals and the organization's external and internal environment.
- Graduates will be proficient in conducting environmental scans, including SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), PESTEL analysis (Political, Economic, Social, Technological, Environmental, Legal), and industry analysis.
- Students will understand the process of strategy formulation, including defining the organization's mission, setting objectives, and identifying strategic alternatives.



- Graduates will learn how to identify and leverage sources of competitive advantage, such as cost leadership, differentiation, and focus.

**Learning Outcome:**

- Develop the ability to think strategically, envision the future, and anticipate changes and challenges in the business environment.
- Learn how to conduct a comprehensive analysis of the internal and external factors that affect an organization, including SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
- Understand the importance of defining and communicating an organization's mission, vision, and core values as a foundation for strategic planning.
- Learn how to set clear, measurable, and achievable strategic objectives that align with the organization's mission and vision.

**Unit 1**

Strategic Management Process: Vision, Mission, Goal, Philosophy, Policies of an Organization.

**Unit 2**

Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning.

**Unit 3**

Individually and collaboratively evaluate and synthesise information and existing knowledge from numerous sources and experiences.

**Unit 4**

Apply appropriate tools, theories and concepts to analyse strategic issues in organizations and to develop options for implementation.

**Unit 5**

Hierarchy of Strategies, Types of Strategies, Porter's Generic Strategies, Competitive Strategies and Strategies for different industries and company situations, Strategy Development for Non- profit, Non-business-oriented Organizations, Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.

**Unit 6**

External and Industry Analysis

General Environment, Industry / Competitive Environment, Identifying industry's dominant features, Porter's Five Forces of Competitive Analysis.

**Unit 7**

Internal Analysis

Assessment of Company Performance, Management & Business Functions

Framework, Other Frameworks for Organizational and Internal Analysis

**Unit 8**

Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems

**Unit 9**

Strategy Evaluation and Control Performance Measurement and Monitoring. Financial Projections and Financial Impact of Strategies

<b>COURSE NAME</b>	:	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	:	<b>II</b>
<b>SUBJECT TITLE</b>	:	<b>COMMUNICATION &amp; PRESENTATION SKILLS</b>
<b>PAPER NO.</b>	:	<b>11</b>

## 2.11 COMMUNICATION & PRESENTATION

### SKILLS

Course Objective:

1. Develop the skills necessary to communicate clearly and confidently through spoken language, including:
  - Enhancing vocal clarity and tone.
  - Reducing speech fillers (e.g., "um," "uh").
  - Practicing active listening to improve understanding.
2. Improve written communication skills, including:
  - Crafting clear and concise written messages.
  - Structuring written documents logically.
  - Enhancing grammar, punctuation, and vocabulary.
3. Understand and leverage nonverbal communication cues, such as body language, facial expressions, and gestures, to enhance the effectiveness of your communication.

Course Outcome:

- Participants will demonstrate improved verbal communication skills, including clarity, articulation, and the ability to convey ideas with confidence.
- Graduates will exhibit competence in using nonverbal cues such as body language, gestures, and facial expressions to enhance their communication effectiveness.
- Participants will engage in active listening, demonstrating their capacity to understand and respond effectively during conversations and presentations.
- Graduates will produce clear, concise, and well-structured written communications, including emails, reports, and professional documents.

Learning Outcome:

- Participants will demonstrate improved verbal communication skills, including clear articulation, vocal tone modulation, and the ability to express ideas confidently and coherently.
- Graduates will exhibit proficiency in using nonverbal cues, such as body language, gestures, and facial expressions, to convey messages effectively and enhance overall communication.
- Participants will engage in active listening, demonstrating the ability to attentively understand others and respond thoughtfully during conversations and presentations.
- Graduates will be capable of producing clear, concise, and well-structured written communications, including emails, reports, and professional documents.

### Unit I

Basic English, general grammar, construction of sentences, punctuations, comprehension, etc.

### Unit 2

Importance and scope of Communication, Elements and Process of Communication.

### Unit 3

Audience analysis, message and situation analysis.

#### Unit 4

Barriers to effective communication

Interpersonal, intra-group and inter-group Communication. Unit V

Transmission, Listening, Elements and process of listening. Strategies for effective listening. Barriers to listening.

#### Unit 5

Interviews and Group Discussion.

#### Unit 6

Written communication, Memos, Reports – defining a problem, developing objectives and options.

#### Unit 7

Business Letter Writing, Elements and Principle, Communication in the role of a supervisor, feedback, maintaining log-book.

#### Unit 8

Written Analysis clarity and style.

#### Unit 9

Briefing of reports, articles and other documents. Presentation skills – Public Speaking.

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>II</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>RURAL AND MANAGERIAL ECONOMICS</b>
<b>PAPER NO.</b>	<b>:</b>	<b>11</b>

### 2.11 RURAL AND MANAGERIAL ECONOMICS

Course Objective:

- Develop a comprehensive understanding of the economic dynamics and challenges specific to rural areas, including agriculture, resource management, and rural livelihoods.
- Introduce participants to the fundamentals of managerial economics, focusing on how economic principles apply to decision-making in organizations.
- Teach resource allocation principles in rural settings, including land, labor, capital, and natural resources, to optimize production and income generation.
- Explore key concepts in agricultural economics, including production, supply and demand, pricing, market structures, and policies affecting the agriculture sector.

Course Outcome:

- Participants will have a deep understanding of the economic dynamics, challenges, and opportunities specific to rural areas, including agriculture, resource management, and rural livelihoods.
- Graduates will be proficient in applying economic principles to managerial decision-making within organizations, including cost analysis, demand forecasting, and pricing strategies.
- Participants will acquire skills in efficiently allocating resources in rural settings, optimizing the utilization of land, labor, capital, and natural resources for improved production and income generation.
- Students will demonstrate knowledge of key concepts in agricultural economics, including supply and demand analysis, pricing strategies, market structures, and government policies affecting the agriculture sector.

Learning Outcome:

- Develop a deep understanding of the economic dynamics of rural areas, including the role of agriculture, natural resources, and rural livelihoods.
- Grasp the fundamentals of managerial economics and its relevance to decision-making in organizations.
- Understand how resources like land, labor, capital, and natural resources are allocated in rural settings to optimize production and income generation.

- Comprehend key concepts in agricultural economics, including production, supply and demand, pricing, market structures, and government policies affecting the agriculture sector.

### **Unit 1** Nature and Structure of Rural Economy – Socio-Economic Structure of Rural India

- 2.11.1 Occupational Structure, Agriculture and Allied Sector
- 2.11.2 Rural Development Approaches and Experiments
- 2.11.3 Role of Rural Sector in Economic Development
- 2.11.4 Rural Marketing and its Structure, Storage and Warehousing
- 2.11.5 Natural Resources – Case Study of India

### **Unit 2** Rural Development Policies and Infrastructural Programs

- 2.11.6 Rural Transportation, Sources of Rural Credit
- 2.11.7 Central and State Sponsored Rural Development Policies

#### 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 York.
4. Food and Agriculture Organization of the United Nation, Production Year Book, FAO, Rome.
5. John W Mellor (1967): The Economics of Agricultural Development, Cornell University, Ithaca, New York.
6. Dr K Venkata Reddy (2001): Agriculture and Rural Development Himalya publication House, Delhi.
7. Carolyn Tanner and Margot A Bellamy: Issues in Agricultural Competitiveness Market Policies, IAAE Occasional paper series, edited by, Roger Rose.

### Managerial Economics

#### **Unit 3** Meaning, Scope & importance of managerial Economics.

#### **Unit 4** Basic concepts relevant in business

- i) Demand & supply
- ii) Production distribution, consumption & Consumption function.
- iii) Cost analysis price determination, market Competition and monopoly.
- iv) Micro & Macroeconomics, economic growth & Economic Development, optimization.

#### **Unit 5** Demand Analysis & business forecasting

- i) Factors influencing demand, law of demand
- ii) Elasticities of demand
- iii) Determinants of demand for durable & nondurable goods, long-run & short-run demand.
- iv) Autonomous demand & firm demand

#### **Unit 6** Supply Analysis

- i) Meaning factor determinants of supply law of supply, exceptional supply.

**Unit 7 Cost & Production Analysis**

- i) Cost concepts: Short term & Long term
- ii) Cost output relationship
- iii) Cost of multiple products & Economies of scale & diseconomies of Scale
- iv) Production functions
- v) Break even analysis

**Unit 8 Pricing policies & practice**

- i) Discriminating prices, causes
- ii) Pricing methods
- iii) Product line pricing
- iv) Price dissemination price forecasting
- v) Specific pricing problems

**Unit 9 Profit analysis**

- i) Meaning, need, importance
- ii) Profit theories & Policies
- iii) Profit planning & control

**Unit 10 Capital budgeting**

- i) Demand & supply of capital
- ii) Capital rationing need
- iii) Macro economics
- iv) Business or Trade cycle
- v) National Income concepts, methods, measurement

**List of Reference:**

1. Managerial Economics – by Mr. Joel, Dean
2. Managerial Economics – Theory & Practices – by Mr. D.H. Mithani
3. Managerial Economics – by J. Samuelson
4. Managerial Economics & concepts & cases by Mote, Paul & Gupta
5. Managerial Economics – by Miton Spences & Louis Siegleman
6. Essentials of Managerial Economics – by P.N. Reddy Appannal

<b>COURSE NAME</b>	<b>:</b>	<b>M.Com. (Agri Business &amp; Rural Management)</b>
<b>SEMESTER</b>	<b>:</b>	<b>II</b>
<b>SUBJECT TITLE</b>	<b>:</b>	<b>PROJECT</b>
<b>PAPER NO.</b>	<b>:</b>	<b>8</b>

**2.12PROJECT**

## **PASSING PERFORMANCE GRADING :**

**The Performance Grading of the learner shall be on ten point scale be adopted uniformly.**

### **Letter Grades and Grade Point**

<b>Semester GPA/ Program CGPA Semester / Program</b>	<b>% of Marks</b>	<b>Alpha-Sign/Letter Grade Result</b>	<b>Grading Point</b>
9.00 – 10.00	90.0 - 100	O (Outstanding)	10
8.00 - < 9.00	80.0 < 90.0	A+ (Excellent)	9
7.00 - < 8.00	70.0 < 80.0	A (Very Good)	8
6.00 - < 7.00	60.0 < 70.0	B+ (Good)	7
5.50 - < 6.00	55.0 < 60.0	B (Average)	6
5.00 - < 5.50	50.0 < 55.0	C (Pass)	5
Below 5.00	Below 50	F (Fail)	0
AB (Absent)		Absent	

NOTE : VC : Vocational Courses, SEC : Skill Enhancement Courses, AEC : Ability Enhancement Courses, VEC : Value Education Courses, VSC : Vocational Skill Course, IKS : Indian Knowledge System, OJT: On The Job Training, FP: Field Projects.

The performance grading shall be based on the aggregate performance of Internal Assessment and Semester End Examination.

The Semester Grade Point Average (SGPA) will be calculated in the following manner:  $SGPA = \frac{\sum CG}{\sum C}$  for a semester, where C is Credit Point and G is Grade Point for the Course/ Subject.

The Cumulative Grade Point Average (CGPA) will be calculated in the following manner:  $CGPA = \frac{\sum CG}{\sum C}$  for all semesters taken together.

### **PASSING STANDARD:**

Passing 50% in each subject /Course separate Progressive Evaluation (PE)/Internal Evaluation and Semester-End/Final Evaluation (FE) examination.

- Carry forward of marks in case of learner who fails in the Internal Assessments and/ or Semester-end examination in one or more subjects (whichever component the learner has failed although passing is on total marks).
- A learner who PASSES in the Internal Examination but FAILS in the Semester-end Examination of the Course shall reappear for the Semester-End Examination of that Course. However, his/her marks of internal examinations shall be carried over and he/she shall be entitled for grade obtained by him/her on passing.
- A learner who PASSES in the Semester-end Examination but FAILS in the Internal Assessment of the course shall reappear for the Internal Examination of that Course. However, his/her marks of Semester-End Examination shall be carried over and he/she shall be entitled for grade obtained by him/her on passing

ALLOWED TO KEEP TERMS (ATKT)

- A. A learner shall be allowed to keep term for Semester II irrespective of the number of heads/courses of failure in the Semester I.
- B. A learner shall be allowed to keep term for Semester III wherever applicable if he/she passes each of Semester I and Semester II.

OR

- C. A learner shall be allowed to keep term for Semester III wherever applicable irrespective of the number of heads/courses of failure in the Semester I & Semester II.
- D. A learner shall be allowed to keep term for Semester IV wherever applicable if he/she passes each of Semester I, Semester II and Semester III.

OR

- E. A learner shall be allowed to keep term for Semester IV wherever applicable irrespective of number of heads/courses of failure in the Semester I, Semester II, and Semester III.

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**University of Mumbai's**  
**Garware Institute of Career Education and Development**  
**Board of Studies – Committee members**  
**M.Com. (Agri Business & Rural Management)**  
**Held on 10th July, 2023 at 11.00 a.m.**

<b>Sr. No.</b>	<b>Name</b>	
1	Dr. Keyurkumar M. Nayak, Director, UM-GICED	Chairman
2	Dr. S. Maind Course Coordinators	Member Secretary
3	Mr. Sunil C. Shah	Industry Experts
4	Mr. Swapnil Mali	Alumni
5	Mr. Gaurav Gawande	Alumni
6	Prof. Rakesh Joshi Saurashtra University, Gujrat	Other University
7	Prof. Vasant Jugale Kolhapur University	Other University
8	Dr. Atul Rawal	Subject Experts
9	Ms. Niharika Kondhalkar	Subject Experts
10	Ms. Darshana Murkibhavi Subject Experts	Subject Experts

*Km Nayak*

Dr. Keyurkumar M. Nayak,  
Director,  
UM-GICED

*KR Laghate*

Prof.(Dr.) Kavita Laghate  
Dean,  
Faculty of Commerce & Management



## Appendix B

### Justification for M.Com. (Agri Business & Rural Management)

1. Necessity for starting the course	The University of Mumbai's Garware Institute of Career Education & Development plans to introduce a two-year full time M.Com. Agri Business & Rural Management. The Master agriculture business program is designed to offer education to graduate students from rural areas 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.
2. Whether the UGC has recommended the course:	Yes, UGC has recommended the course as per gazette no. DL(N)-04/0007/2003-05 dated 11th July 2014. UGC encourages the incorporation of skill oriented and value-added courses to develop skilled manpower.
3. Whether all the courses have commenced from the academic year 2023-2024	Yes, it would be commencing from the Academic year 2023-24 as per NEP 2020. However, the course was launched in the year 2011
4. The courses started by the University are self-financed, whether adequate number of eligible permanent faculties are available?	Yes, this course is self-financed. The expert visiting faculty from industries come to teach this course.
5. To give details regarding the duration of the Course and is it possible to compress the course?	The duration of the course is two year (Four Semesters). It cannot be further compressed.
6. The intake capacity of each course and no. of admissions given in the current academic year:	The intake capacity of this course is 60 students. The admission procedure is still ongoing.
7. Opportunities of Employability/ Employment available after undertaking these courses:	The graduates from this course can make their career in organizations engaged in agri business, food, agriculture and allied sectors and also in the rural economy. Opportunities would be open for careers in agricultural input companies, agro industries, food processing industries, food marketing, international agricultural trade, agricultural services, rural financial institution and voluntary organization engaged in rural development.

*Km Nayak*

Dr. Keyurkumar M. Nayak,  
Director,  
UM-GICED  
Management

*KR Laghate*

Prof.(Dr.) Kavita Laghate  
Dean,  
Faculty of Commerce &