

**ORDINANCES GOVERNING TWO-YEAR (FULL-TIME)  
MASTER OF BUSINESS ADMINISTRATION (MBA)  
AGRI-BUSINESS DEGREE COURSE**

In pursuance of the decision of the University to start 2-year (four semester) MBA (Agri-Business) Course from the academic session 2006-2007, the following are the ordinances relating to MBA (Agri-Business) courses to come in force from the academic session 2006-2007.

**GENERAL PROVISIONS :**

- The course of study leading to MBA (Agri-Business) Degree of the Banaras Hindu University would be of two years (four-semester) duration. The Course shall have the status of Special Course of studies and shall be run on self-sustainable basis.
- The intake to MBA (Agri-Business) course shall be 30(Thirty) which shall be increased to 60(sixty) in due Course of time by a resolution of the University.
- In view of the inter-disciplinary nature of the Course and also the fact that the Course is to run at the South Campus of Banaras Hindu University, Barakachcha, Mirzapur, a Course Coordinator and a joint course coordinator each from the Institute of Agriculture Sciences on the recommendation of the Director and the Faculty of Management Studies on the recommendation of the Dean shall be appointed by the University for a specific term of 2 years which may be extended for one more another term. The Coordinator shall be responsible for the smooth conduct of the course and the Joint Coordinator shall assist the Coordinator in discharge of his duties and responsibilities.
- The Coordinator and Joint Coordinator shall function under the overall guidance of a Steering Committee which shall be the apex decision making body for all matters – Academic Financial and Administrative pertaining to MBA (Agri-Business) Course. The Steering Committee shall consist of three members with the Dean, Faculty of Management Studies as Chairman. The Course Coordinator and Joint Coordinator shall be ex-officio members of the Steering Committee.
- The Dean Faculty of Management Studies shall constitute the Steering Committee in consultation with the PPC of the Faculty. For all matters pertaining to MBA (Agri-Business) Course, the Steering Committee shall have all the powers of Admission Committee, PPC, DPC, DRC as given in the BHU Calendar.

**1. ADMISSION**

**(A) General**

1. The last date for receipt of applications to this Course shall be fixed each year by the Steering Committee of the MBA (Agri Business).
2. All admissions shall be finalized within the date notified by the University.

3. Candidates appearing at the qualifying examination and expecting to fulfil the eligibility requirements can also apply and appear in the Admission Test conducted by the University/any other agency until it joins the CAT Scheme of IIMs. But they will not be offered admission unless they produce the documentary evidence of having completed all the requirements for obtaining the qualifying degree on or before 30th June, every year to the Coordinator, MBA (Agri Business) at the time of admission. Such candidates must satisfy the minimum eligibility criteria by 5<sup>th</sup> October of the year of admission.
4. The intake to the MBA (AGRI BUSINESS) Course will be 30 (Thirty) which shall be increased to 60(Sixty) in due course of time by a Resolution of the Steering Committee and the University approval thereon..

### RESERVATIONS

S/C Candidates	15 % of the intake
S/T Candidates	7.5% of the intake
P.D. Candidates	3% of the intake

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

The following are empowered to issue SC/ST Certificates:

- (i) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /Ist Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/ Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
  - (ii) Chief Presidency Magistrate/ Addl.Chief Presidency Magistrate/ Presidency Magistrate.
  - (iii) Revenue Officer not below the rank of Tehsildar.
  - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
  - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
  - (vi) Candidate must note that certificate from any other person/authority shall not be accepted in any case.
- (c) 3% seats shall be reserved for Physically Disabled Candidates (i) 1% for Visually Impaired (ii) 1% for Hearing Impaired (iii) 1% for Orthopaedically Handicapped. In case no candidate is available in any of the above three sub-categories, the unfilled seats shall be filled by the candidates belonging to the remaining sub-categories on the basis of its combined Merit Index.

In case of non-availability of candidates of admission under PD category, de-reservation of seats for filling up the same from candidates belonging to General category, will be done after obtaining approval from the Chairman, University Admission Coordination Committee before granting admission.

- (d) Separate final merit list will be prepared for the candidates under each of the above three categories, taking into consideration Test ranking.
  - (e) Vacant seats reserved for SC/ST candidates, if any, may be filled up as per Govt. of India rules.
5. No Application Form shall be considered for admission unless it is complete in all respects including attested copies of the photographs of the candidates containing his/her signature thereon and all necessary documents are attached thereto, such as:

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

- 6. The completed Application Forms for registration at FMS, BHU along with documents required shall be sent to the Dean, Faculty of Management Studies/The Coordinator, MBA (Agri Business) BHU by the date fixed by the Steering Committee of the MBA (Agri Business).
- 7. Provisional admission to the course shall be made in order of merit on the basis of Test ranks.
- 8. Provisional admission cannot be claimed by any applicant as a matter of right. The provisional admission or readmission of an applicant shall be entirely at the discretion of the Steering Committee, which may refuse to admit any candidate without assigning any reason thereof.
- 9. Provisional admission will be made strictly on availability of seats on the date of admission and the mere fact that call letter has been issued shall not entitle a candidate to claim admission.
- 10. The candidate granted provisional admission shall deposit fee within the period prescribed by the Steering Committee failing which the admission shall stand cancelled.
- 11. Provisional admission of a candidate is liable to be cancelled by the Steering Committee at any time:

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

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

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

OR

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

12. Once the candidate has deposited the fee for a course in which he/she was offered provisional admission, his/her candidature will not be considered subsequently for the other course in the Department.
13. Candidates should ensure that a pass port size photograph signed by them is pasted in the space provided for in the application form.
14. Candidates are advised to keep sufficient number of extra copies of the recent and identical photographs as are pasted on application form for future use, as and when needed.
15. Subject to the provisions contained in Ordinances of MBA (AGRI BUSINESS), students shall be permitted to take double course in the subjects of Music or one Diploma Course, provided prior permission has been obtained from the two Heads of the Departments concerned.
16. Admission to the M.B.A. (AGRI BUSINESS) Course shall be dealt with by the Steering Committee. The Steering Committee may co-opt such other additional members as it deems fit.

#### **B. ELIGIBILITY:**

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

#### **C. PROGRAMME AND COURSE FEE:**

1. The Course will be under the Self-financing scheme.
2. The candidates will be required to pay annual fee of Rs. 75,000/- as the first installment at the time of provisional admission. This fee is to be paid through Demand Draft in favour of the Dean, Faculty of Management Studies,/The Coordinator, MBA (Agri Business), B.H.U. as course fee. Second installment of Rs. 75,000/- as course fee will have to be paid before commencement of third semester class, failing which the student will not be registered as a regular student in the third semester class.
3. In addition to the above fee, such candidates are also required to pay regular fee in cash at the **Fee Counter** of the University.

4. The Demand Draft of Rs. 75000/- as course fee will have to be deposited in the Faculty at the time of provisional admission. The Admit Card will be issued only after the receipt of the Demand Draft of Rs. 75,000/- as course fee.
5. If a student requests for cancellation of his/her admission and return of original documents so long as the admission is open, his/her request may be acceded to provided he/she pays Rs. 25,000/- as cancellation fee to the Faculty.
6. If a student desires cancellation of admission and return of his/her original documents after the closure of the admission in the Faculty but before the 2nd semester examinations are over, his/her request may be acceded to only on the payment of Rs. 1 lac as the cancellation fee.

## II. ADMISSION OF FOREIGN NATIONALS

The eligibility, admissions, fee structure will be notified by the **International Students Centre (ISC)** of the Banaras Hindu University as per University norms and G.O.I. guidelines.

### 2. ADMISSION PROCEDURE

Admission to M.B.A. (AGRI BUSINESS) Course at Faculty of Management Studies, BHU shall be based on the aggregate merit of Written Test/ GD and Interview. As such a candidate who is interested to take admission at FMS, BHU is required to appear in the **Test** of corresponding admission year conducted by the University/any other agency.

#### Notes:

1. Admission of the candidates to M.B.A. (AGRI BUSINESS) Course shall be made in order of merit of the ranking of the Test (including GD/Interview) and availability of seat on the date of admission provided he/she fulfils other eligibility conditions.
2. Non-appearance of the candidate in Test on the scheduled date and time shall disqualify him/her for admission.
3. In case in any one of the two categories of candidates viz., SC/ST, the required number of candidates for admission is not available, then candidates belonging to the other category (SC & ST as the case may be, if available), shall be called for admission in order of merit so as to make up the deficiency in the required number in any of the aforesaid two categories. This provision shall be applicable to candidates belonging to SC & ST categories only.
4. Mere appearance in the Test will not entitle a candidate to be considered for admission to the course unless he/she fulfils the eligibility conditions. **Applicants must fully satisfy themselves about their eligibility before filling the application forms.**
5. Provisional admission will be offered to the first 30 candidates including reserved category seats as per their position in the Merit List based on the ranking in Test results and the availability of seat in course on the date of admission.

6. In case there are more than one candidate securing equal ranks in Test as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following inter-se ranking rules of the University will be applicable.

“In case the candidates have equal ranks in Test then the candidate senior in age shall be given preference”

7. The mark-sheet of the qualifying examination of a candidate can be submitted on or before 5th October of the admission year and no extension will be given in this regard on any ground. Confidential results/mark-sheets will not **be accepted**. Only the Original Mark-sheet of the qualifying examination after official declaration of the results by the respective examining bodies shall be accepted. **Any other document (sealed or confidential mark-sheet) other than a proper mark-sheet issued by the authority like VC/Rector/PVC/Registrar/CE etc. in regard to marks obtained by a candidate shall not be entertained under any circumstances.**
8. A candidate provisionally selected for admission will be required to fill the prescribed form, submit the required documents, collect his/her admit card for admission to the course from the office of the Department and pay fees by a date fixed for the purpose, otherwise the offer made to him/her will automatically stand cancelled. Once the candidate has submitted the fee for a particular course offered, he/she will not be allowed admission to the other course subsequently in the Department of Management Studies.
9. In case any provisionally selected candidate fails to deposit the fee by the last date prescribed, his/her provisional admission shall be cancelled and the seat thus falling vacant shall be offered to the next candidate in order of merit under the specified category.
10. Waitlisted candidate will be offered admissions strictly on the basis of ranking in the Test provided there is a vacancy in the course and there is no candidate holding a higher rank for provisional admission on the date of admission. Such waitlisted candidates shall have to deposit their fee latest by the date fixed by the Steering Committee.
11. In case provisional admission is offered to a candidate all his/her original documents shall be retained in the Faculty and the same shall not be returned till the 2<sup>nd</sup> Semester examinations are over.

### 3. COURSES OF STUDY AND EXAMINATION

1. A candidate admitted to the M.B.A. (AGRI BUSINESS) Course shall be permitted to appear at University Examinations only when he/she has been enrolled as a student of the Banaras Hindu University and has paid the Enrolment Fee prescribed hereinafter by the Ordinances.
2. To qualify for the M.B.A. (AGRI BUSINESS) Degree, the candidate must:
  - i) Satisfy the minimum requirement for entrance as prescribed earlier for the M.B.A. (AGRI BUSINESS) Semester Courses of study,

- ii) Attend a regular course of lectures and seminars and complete to the satisfaction of the Head of the Department such assignments, reports and other work as are prescribed in these Ordinances for the M.B.A. (AGRI BUSINESS) Semester Examination; and
  - iii) Pass the M.B.A. (AGRI BUSINESS) Semester Examinations for the degree of Master of Business Administration (Agri Business) which shall be held at the end of each Semester of the Course.
3. Candidates admitted to the M.B.A. (AGRI BUSINESS) Course shall pursue the regular courses of lectures, tutorials, sessionals, and practicals, if any, laid down in these Ordinances for the different Semester Examination for a period of four semesters.

Here the term “Semester” means approximately half of an academic year designated for the purpose. The duration of each semester shall ordinarily be sixteen weeks.

A student of the M.B.A. (AGRI BUSINESS) course shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in the University.

- a) A student shall be deemed to have pursued a regular course of study in a subject during each year provided he/she has attended at least 75% of the classes actually held in each subject of his/her examination, provided that the Dean of Faculty/Coordinator, MBA (Agri Business) may condone shortage of percentage in attendance not exceeding 5% in each subject due to one or more of the following reasons, involving absence from classes:

Participation in NCC/NSC/NSO Campus, duly supported by a certificate.

Participation in University or College/Faculty Team Games or Inter-State or Inter-University tournaments; duly supported by a certificate from the Secretary of the University Athletic Association or President of the College/ Faculty Athletic Association concerned.

Participation in Educational Excursions conducted on working days certified by the Principal/ Dean of the College/Faculty or the Head of the Department. These excursions shall not include those organized for a class as a whole. No credit will be given for excursions conducted on holidays.

University Deputation for Youth Festival certified by the Principal/ Dean of the College/Faculty concerned.

Prolonged illness duly certified by the Medical Officer or the Superintendent, S.S. Hospital of Banaras Hindu University.

- b) The attendance of a candidate shall be counted from the date of his/her admission, while in the case of a promoted candidate, attendance shall be counted from the date on which the respective classes begin.

- c) The Academic Council shall have power to condone any deficiency of attendance but only for cogent reasons.
- 6. All the Four Semester examinations of the M.B.A. (AGRI BUSINESS) Course shall be conducted by means of written papers OR partly, by means of written papers and partly by means of sessionals (internal assessment) and other examinations.
- 7. The M.B.A. (AGRI BUSINESS) Semester examinations shall be held once a year at Varanasi / Barkachha Campus on such date and time as the Steering committee may prescribe.

However, a Second Examination will be held for those who fail in the M.B.A. (AGRI BUSINESS) III and M.B.A. (AGRI BUSINESS) IV semester examinations after the main examinations.

- 8. All applications to appear at the M.B.A. (AGRI BUSINESS) Semester examinations shall be addressed to the Controller of Examinations and shall be presented within such time and all such applications shall be accompanied by a satisfactory character certificate from the Head of the Department of Management Studies./Coordinator, MBA (Agri Business). Every application form and fees shall be dispatched through proper channel so as to reach the Controller of Examinations on or before the date prescribed for the purpose.
- 9. a) A candidate who has completed a regular course of M.B.A. (AGRI BUSINESS) semester examination but fails to pass or to appear at the above examinations may be admitted with the permission of the steering Committee to a subsequent examinations on a new application being made and on payment of a fresh fee unless otherwise exempted by the University. Such a candidate may seek readmission along with fresh entrance to the course as a regular student or may appear at the examination as an ex-student. In the latter case he/she shall not be required to peruse a further course of lecture, tutorials, sessionals and practicals, if any prescribed for the examination.
- b) Where a student has been allowed to appear as an ex-student the marks secured by him/her in the semester reports, sessionals and other class work, shall be automatically carried over the examination at which he appear as an ex-student.

#### **4. SCHEME OF TWO-YEAR M.B.A. (AGRI BUSINESS) EXAMINATION:**

Candidates for the two-year M.B.A. (AGRI BUSINESS) shall be examined in the following subjects in accordance with the syllabi or course prescribed in the following Ordinances. Only such elective subjects as are approved by the Head of the Department of Management Studies/The Coordinator, MBA (Agri Business) shall be selected by candidates.



## 1. Course Profile

I Semester	II Semester
C-311 Management Principles & Values C-312 Accounting & Financial Analysis C-313 Quantitative Techniques C-314 Managerial Economics  C-315 Environment & Agri Business Management C-316 Marketing	C-321 Organizational Behaviour & Ethos C-322 Financial Management for Agri Business C-323 Agribusiness & Rural Marketing C-324 Research Methods in Agri Business Management C-325 Production & Operations Management C-326 Human Resource Management
III Semester	IV Semester
C-331 Business Law and Ethics C-332 Entrepreneurship & Project Management C-333 Computer Application and MIS C-334 Practical Training (8 weeks)  <b>Elective Group A: Agri - Input Management</b> E-335 Materials Management E-336 Seed Production Technology  <b>Elective Group B: Agri-Technology Management</b> E-335 Materials Management E-336 Seed Production Technology  <b>Elective Group C: Live stock Management</b> E-335 Materials Management E-337 Technology Management for Livestock Products  <b>Elective Group D: Food Process Management</b> E-335 Materials Management E-337 Technology Management for Livestock Products	C-341 Strategic Management C-342 Seminar in Agribusiness Management  C-343 Dissertation C-344 Viva Voce  <b>Elective Group A: Agri - Input Management</b> I-345 Fertilizer Technology & Management I-346 Agro Chemicals & Technology Management  <b>Elective Group B: Agri-Technology Management</b> T-345 Management of Bio-tech Industries T-346 Management of Floriculture & Landscaping  <b>Elective Group C: Livestock management</b> L-345 Feed Business Management L-346 Poultry and Hatchery Management  <b>Elective Group D: Food Process Management</b> F-345 Food Technology & Processing Management F-346 Fruit Production & Post Harvest Management

## **2. Elective Papers for M.B.A. (AGRI BUSINESS) Course:**

The students will be offered any one of the following elective groups each groups consisting of **four** papers of which the first **two** papers will be taught in the M.B.A. (AGRI BUSINESS) III semester and the remaining papers in the M.B.A. (AGRI BUSINESS) IV semester.

1. Group A : Agri - Input Management
2. Group B : Agri - Technology Management
3. Group C : Live stock Management
4. Group D : Food Process Management

(Elective Groups available for the purpose will depend upon the facilities in the Department and provided there are enough students in each elective group for proper interaction and discussion)

**Note:** Examination in each paper shall have two components – End semester Theory Paper carrying a maximum of 100 marks and sessionals carrying a maximum of 25 marks. The pattern of end semester Theory examination in each paper is given after the detailed course contents of each paper.

## **3. Sessionals:**

M.B.A. (AGRI BUSINESS) students shall appear in such class tests and shall submit one or more semester reports and/or other assignments in each of the courses offered by them as are given to them by the teachers concerned.

Such class tests, semester reports and/or assignments in each paper shall carry 25 marks, of which 15 marks will be for class tests and quizzes and 10 marks for semester report/s and/or assignment/s. (The marks of 2 best class tests/quizzes be considered out of 3 class tests/quizzes)

The semester report/s and/or assignment/s shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department of Management Studies. After valuation of the semester report/s and/or assignment/s, the teacher concerned shall submit the result to the Head of the Department of Management Studies/The Coordinator, MBA (Agri Business) who shall forward the same to the Controller of Examinations.

The marks obtained in semester report/s and/or assignment/s will be made known to the students.

Where candidate fails to take examination in any one or more papers or having taken the examination, has but failed to secure the minimum pass marks in any one or more papers or in the aggregate, his marks in the class tests, semester reports and/or assignments will be carried forward to the subsequent examination.

## **4. Practical Training Report, Dissertation And Viva-Voce:**

1. Every MBA (AGRI BUSINESS) students is required to undertake practical training for a period of eight weeks in a reputed organization connected with industry, trade or commerce, approved by the

Head of the Department of Management Studies/The Coordinator, MBA (Agri Business). This Training Report is a part of the MBA (AGRI BUSINESS) III Semester examination and carry 150 marks (50 marks for presentation and 100 marks for written report) and required to be submitted to the Controller of Examination in duplicate on or before a specified date fixed for the purpose by the Head / Dean of the Department of Management Studies/The Coordinator, MBA (Agri Business).

2. The Practical Training Report submitted by the candidates for the MBA (AGRI BUSINESS) degree is examined by an internal and an external examiner independently out of 100 marks and the average of marks secured is credited to the marks obtained by the candidate. If the difference in percentage of marks between the two examiner is 30% or more, the Training Report will be sent to a third examiner. The marks given by the third examiner will be final.
3. Every student will be required to make a presentation of his/her practical training report, including that of Project work undertaken by him/her during summer /practical training, before an audience consisting of all students and teachers of the Faculty. This presentation will be evaluated, out of 50 marks, by a board consisting of teachers of the Faculty nominated for this purpose by the Board of Examiners/Dean of Faculty /Head of the Department/The Coordinator, MBA (Agri Business).
4. Every MBA (AGRI BUSINESS) student will also be required to prepare a Dissertation preferably in his/her area of specialization under the supervision of a teacher of the Faculty/other Faculties including Faculty of Agriculture Sciences as notified by the Steering Committee of Agri Business. The topic of the Dissertation and the name of the supervisor earmarked will be approved by a 'Dissertation Committee" formed for this purpose by the Head/Dean of the Faculty/The Coordinator, MBA (Agri Business). This Dissertation will constitute a part of the MBA (AGRI BUSINESS) IV Semester Examination and will carry 100 marks.
5. Each student will be required to present Research Methodology of the Dissertation before the members of the Faculty for consideration and finalization.
6. The Dissertation shall be submitted to the Controller of Examination in duplicate on or before a specific date fixed for the purpose by the Head/Dean of the Management Studies/The Coordinator, MBA (Agri Business).
7. The Dissertation shall be examined by Two (One internal and one external) examiners, who shall evaluate it independently out of 100 marks each. The average of these marks shall be credited to the marks obtained by the student. If the difference in percentage of marks between the two examiner is 30% or more, the Dissertation shall be sent to a third examiner. The marks given by the third examiner shall be final.
8. The Viva Voce examination of the MBA (AGRI BUSINESS) students shall be conducted at the end of the last semester and shall carry 100 marks. It shall be conducted by a board consisting of the Head of the Department/The Coordinator, MBA (Agri Business), two senior most teachers of the Faculty and one external member.

## 5. Subjects, Script And Duration Of Examinations

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

## 6. Percentage of Pass Marks

1. The following shall be the minimum and maximum marks assigned to each paper, report and practicals, if any:

Maximum Marks in each written paper	100
Maximum Marks in each Semester Reports, Sessionals in each paper	25
Minimum Pass-percentage in each written paper (including Semester Reports/Sessionals)	40%
Minimum Pass Percentage in Practical Training and Viva-voce	40%
Minimum Pass Marks in the Aggregate	40%

2. The result of the candidate of the M.B.A. (AGRI BUSINESS) I, II and III semester examinations shall be announced in three classes viz.:
  - 1) Pass securing percentage of marks indicated in the Ordinance 4.6.1
  - 2) Promoted if they fulfil the conditions prescribed in Ordinance 4.7
  - 3) Failed if not complying the conditions indicated in the Ordinance 4.7
3. The classification of the M.B.A. (AGRI BUSINESS) final semester examination results will be based on the combined marks of the M.B.A. (AGRI BUSINESS) I , II, III and IV semester examinations.

Minimum Marks for First Class	60%
Minimum Marks for Second Class	50%
Minimum Marks for Third Class	40%
4. Notwithstanding anything contained to the contrary anywhere, the marks secured by a candidate at a higher semester/annual examination may be made available to the candidate even if he has not passed the lower semester/annual examination or examination, provided that the words, '*passed*' or '*promoted*' or '*failed*' appearing in the higher semester/annual examination marks-sheet shall be scored and in its place the words "The Candidate has not yet passed the semester(s) annual examination" with appropriate insertions shall be written.

Notwithstanding any provisions in Ordinances to the contrary, in the case of an examinee:

- a) who secured first division at the preceding examination.

- b) who having been duly admitted to a regular examination of the University is/ was unable to take that examination either in full or in some papers due to disruption of examination; and
- c) who took the next following examination of that course in the papers missed by him in the regular examination.

The marks obtained by the student at the examination will be considered as the basis for the University ranking, scholarship and other distinctions.

In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility therefor.

## **7. Continuous Promotion And Re-Appearence At Subsequent Examination**

Notwithstanding any provision contained anywhere covering any Bachelor, Master, Diploma or Certificate Examination but subject to the provisions of these Ordinances a student, who has put in a regular course of study, may be promoted at his/her option, to the next higher semester or year as the case may be, of concerned course of study, irrespective of the fact that he/she has failed to appear or pass the relevant examination within the concerned course of study.

A student who is promoted under these Ordinances shall not be eligible to receive any scholarship, free-ship, or any other financial aid so long as he/she has not passed all the relevant examinations which entitles the student to be in the semester or year in which he happens to be.

A student who is promoted under these Ordinances shall not be entitled to residential accommodation or any other facility during the period in excess of the minimum prescribed for receiving instruction for the concerned course of study.

A student who is promoted under these Ordinances shall not be ranked in the order of merit at any examination comprising the relevant course of study nor shall he/ she be entitled to receive any award, medal or prize or certificate excellence except in relation to such examinations only which he/she passes as a whole at one time.

A student who is promoted under these Ordinances shall be required to pass in the individual items as also in the aggregate of each examination comprising the relevant course of study by appearing at subsequent examinations.

Unless otherwise specifically provided, a student, who is promoted under these Ordinances shall be required to pass in the courses of study in accordance with the relevant provisions prescribed for the examination at time at which he/she actually appears in the examinations and not in accordance with the provisions that were prescribed at time he/she was admitted.

The examinations shall be so scheduled that the examinations of consecutive semesters or years do not overlap.

All examinations shall be held regularly at scheduled time and no special examination shall be held for the benefit of aforesaid students.

The student who is promoted under these Ordinances may appear as a whole or in parts within the period prescribed by those Ordinances.

The marks obtained by a student in any subsequent examination in respect of the same item shall be substituted for the existing marks obtained in that item, whether such subsequent marks obtained by him are less or more than the existing ones, and his results announced on the basis of subsequent marks.

## **8. Admit Card**

The Controller of Examinations may, if satisfied, that an examinations Admit Card has been lost or destroyed grant a duplicate Admit Card on payment of a further fee.

A candidate may not be admitted in to the examination room unless he/she produces his Admit Card to the Officer conducting the examination, or satisfies such officer that it will be subsequently produced.

## **9. Refund And Payment Of Examination Fee**

A candidate who fails to pass or who is unable to present himself for any examination on any account shall not except in the following cases, be entitled to a refund of his/her examination fee or adjustment of the fee to the next ensuing examination.

- i) The examination fee paid by a candidate will be refundable only (a) when his/her form is rejected by the University, b) when the fee has been submitted but not the form, and c) if the Academic Council permits a refund for compassionate reasons.
- ii) Examination fee of candidates after deducting Rs. 10/- may be credited for the next ensuing examination in the case of candidates who fail to appear at any examination on account of sickness, provided that an application supported by a Medical Certificate is made for the purpose of examination, and provided that the form submitted by the candidates for the next ensuing examination is complete in all respects and is accepted.

An examination fee once credited to the next ensuing examination shall not be refunded.

A candidate when admitted to one more M.B.A. (AGRI BUSINESS) subsequent examination shall before admission, pay the fee prescribed by the University for such examination on each occasion when he/she so admitted.

On receipt of the fee prescribed for the examination, the Controller of Examinations shall examine the application which is found to be in order, shall be registered in the Register of Candidates for such examination. The controller of Examinations shall issue Admit Card to the candidate entitling him/her to sit for the said examination.

## **10. Special Ordinances For Women Candidates**

Women candidates shall be eligible for admission to the M.B.A. (AGRI BUSINESS) Degree Course. The Academic Council shall, from time to time, make such arrangements for the residence of women students as may be necessary. In other respects, the condition governing women candidates shall be those prescribed in the Ordinances for male candidates

## **11. Inter-University Ordinances**

1. Notwithstanding anything contained in these Ordinances a student who is qualified under the foregoing Ordinances for admission to the University, and who is a member of some other Indian University, shall not be admitted to the University or any constituent College/Faculty thereof without the production of :
  - i) A leaving or transfer certificate signed by the Principal of the last college attended and certifying to the satisfactory conduct of the student mentioning the highest examination he/she has passed, and
  - ii) A certified copy of all the entries against his/her name in the Enrolment Register of the University if such a copy is obtainable.
2. A student of some other Indian University shall in any case be admitted only at the beginning of the particular course which he/she proposes to take in the University.,

## **12. Scale Of Tuition And Other Fees**

All regular full-time candidates admitted and preparing for the M.B.A (Agri Business) I and II or III and IV semester examinations shall pay the fees according to the University decision as applicable from time to time.

13. **Special Provisions** are framed to meet the special needs of a inter-disciplinary, inter-faculty and multi-campus program of MBA (Agri Business).

The Academic Council from time to time may frame provisions to meet the special needs of the Program.

# **COURSE SYLLABI OF MASTER OF BUSINESS ADMINISTRATION (AGRI BUSINESS)**

## **MBA (AGRI BUSINESS) - I SEMESTER**

---

### **C-311 : MANAGEMENT PRINCIPLES AND VALUES**

---

#### **COURSE OBJECTIVE**

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

#### **COURSE STRUCTURE:**

**Concept of Management:** Its nature, scope and purpose. Managing Science or Art. Management Vs Administration, Skills of a Manager. Organisation and its pervasiveness. Reasons for organizations. Significance of Goals in Organisations.

**Evolution of Management Thought:** Scientific Management. Frederick W.Taylor. Contributions and Limitations of Scientific Management Theory. Classical Organisation Theory. Contributions and Limitations of Classical Organisation Theory. Henry Fayol's Principles of Management, Human Relations Movement: The Hawthorne Experiments. Concept of System and Systems Approach. Organisations as Socio-technical systems. The contingency approach to Management.

**Organisation Structure:** Formal and Informal organisations. Forms of formal organisation structures. Line and staff organisation. Functional Organisation. Product/Market Organisation. Project organisation and Matrix organisation. Benefits and Cost of Informal Organisations.

**Decision-Making:** Phases of Decision-Making. Problem Discovery. Problem Definition. Goal Setting. Developing Alternatives, Evaluating alternative and Making choices, Nature of Managerial Decision-making. Certainty, Risk and Uncertainty. Rationality, Behavioural and Emotional Barriers to Decision-Making. Dealing with barriers to Decision-Making. Group as Decision- maker. Individual Vs. Group Decision-making.

**Management Process:** Plans and Decision Making. Basic Steps in Planning. Operational Plans. Single use Plans. (Policies, Strategies) and standing plans (Projects, Programmes, Budgets). Forecasting.

**Organizing:** Division of work. Job Specialization. Span of Management Organisation Chart. Coordination. Approaches to achieving effective coordination. Selecting the appropriate coordination mechanism. Delegating and Decentralisation. Concept and significance of delegation. Delegation, Authority, Accountability and Responsibility. Classical guidelines for delegation and its limitations. Effective Delegation. Factors influencing Decentralisation. Centralisation Vs. Decentralisation.



**Communication:** Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within the organizations: Vertical, horizontal, diagonal and informal. Overcoming organisational barriers to communication.

**Controlling :** The meaning of control. Steps in Control Process. Importance of Control. Types of Control Methods. Sources of Control. Design of the Control Process. Characteristics of effective Control System.

**Values in Management:** Transnational environment and perspectives of business. Quality of work life ("QWL). Japanese Management Techniques. Search for Excellence. Human Values In Management: Indian perspectives. Values for Managers. Ethical dilemma In Management. Self-development and lessons from Ancient Indian Traditions.

---

## **C-312 : ACCOUNTING & FINANCIAL ANALYSIS**

---

### **COURSE OBJECTIVE:**

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

### **COURSE STRUCTURE:**

**Orientation in Accounting:** Double Entry System and Recording of Transactions into the Journals. Posting Transactions into Ledger. Sub-division of Journals. Preparations of Trial Balance. Capital and Revenue. Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet. Adjustment Entries. Form of Company Annual Accounts as per Companies Act. (NO QUESTION TO BE ASKED AT THE EXAMINATION FROM THIS PART. BUT MAY FORM PART OF CLASS TESTS/QUIZZES).

**Financial Accounting:** Definition, Nature and Scope of Accounting. Accounting Principles. Accounting Concepts - Business Entity, Money Measurement, Going Concern, Cost Periodicity, Matching and Realization, Accounting Conventions - Consistency, Full Disclosure, Conservatism and Materiality.

**Valuation of Assets:** Valuation of Shares - Need and Methods. Asset Backing and Yield. Valuation of Goodwill - Need and Methods. No. of years Purchase of Average Annual Profit. No. of Years Purchase of Average Annual Super Profit, Capitalization of Super Profit and present Value of expected Super Profit. Valuation of Inventory - Need and Methods. First in First out (FIFO). Last in First out (LIFO). Average cost. Special Identification.

**Financial Statement Analysis:** Financial Statements - Meaning, Nature and Limitations. Reconstruction of Income Statement and Position Statement. Meaning of Financial Analysis. Significance of Financial Analysis to Different Parties. Vertical Vs. Horizontal Analysis. Internal Vs. External Analysis.

**Techniques of Financial Analysis:** Accounting Ratios - Meaning, Significance and Limitations. Classification of Accounting Ratio. Computation and interpretation of Liquidity Ratios. Leverage Ratios. Activity/ turnover Ratios and Profitability Ratios. Trend percentages and Common size statement. Funds Flow Statement - Meaning and Need. Preparation and Interpretation of schedule of working capital changes and Funds Flow Statement. Cash Flow Statement - Meaning, Need, Preparation and Interpretation.

**Price Level Changes and Accounting:** Problems created by changing price level. Introduction to approaches to price level adjustments - Current Purchasing Power/Index Number and Current Cost.

---

### C-313 : QUANTITATIVE TECHNIQUES

---

#### COURSE OBJECTIVE

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

#### COURSE STRUCTURE:

**Theory of Probability:** Basic Concepts. Simple, Joint, Conditional and Marginal Probabilities. Addition and Multiplication Theorems. Prior and Posterior Probabilities. Mathematical Expectation and Baye's Theorem.

**Probability Distributions:** Binomial, Poisson and Normal Distributions, Characteristics of the Normal Curve, Area Property of the Normal Curve. Use of Area Tables.

**Probability and Decision Making:** Decisions under Certainty, Risk and Uncertainty. Decision Criteria. Minimax, Maximin, Maximax and Baye's Criteria. Certainty Vs. Uncertainty.

**Construction of Pay-off and Loss Tables:** EMV, EOL, EPUC and EVPI. Expected Value and Utility. Objective and Subjective Probabilities, Decision trees and their application.

**Programming Techniques:** Formulation of Linear Programming Problems. Simplex Method and its simple applications. Duality in Linear Programming. Primal and Dual.

**Transportation problem:** Introduction. Initial Solution. North West Corner Rule. Lowest cost method. Vogels approximation method. Optimality Test. Modified distribution method and stepping stone method.

**Assignment Problem :** Introduction. Hungarian Assignment Algorithm. Maximization and Minimization cases.

**Markov-Chain Analysis:** With special reference to Brand-switching.

---

## C-314 : MANAGERIAL ECONOMICS

---

### COURSE OBJECTIVE

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

### COURSE STRUCTURE:

**Nature and Scope of Economics:** Micro Economics and Macro Economics. Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle.

**Demand Analysis and Demand Forecasting:** Theory of Demand. Types of Demand and their characteristics. Utility Analysis. Cardinal Utility and Ordinal Utility. Elasticity of Demand and its measurement. Price Elasticity. Income Elasticity. Arc Elasticity. Cross Elasticity and Advertising Elasticity. Estimation of Revenue. Average Revenue. Marginal Revenue and Elasticity of Demand. Techniques of Demand Forecasting.

**Indifference Curve Analysis:** Concept and Properties of Indifference Curves. Income Effect. Substitution Effect and Price Effect. Income Consumption Curve and Price Consumption Curve. Derivation of Demand Curve. Superiority of Indifference Curve Analysis over Utility Analysis.

**Cost Analysis:** Concept of Cost and Cost Classification. Accounting Cost and Economic Cost. Law of Variable proportions - Increasing, Decreasing and Constant Returns. Cost output relationship in the short-run. Cost output relationship in the Long-run, Production Functions. ISO-Cost Curves and their significance in cost analysis. Economies of Scale. Least Cost Combination Concept.

**Market Structure and Product Pricing:** Perfect and Imperfect Market Structures. Conditions of Perfect Competition. Price of a Product under demand and supply forces. Equilibrium Price. Price behaviour and time element. Market Price and Normal Price. Pricing under Perfect Competition. Prices under short-run and Long-run. Pricing under Monopoly and Monopolistic Competition. Pricing under Oligopoly. Kinked Demand Curve. Discriminating Prices.

**Factor Pricing:** Pricing of labour as a factor of production. Marginal productivity theory of factor pricing.

**Profit Analysis and profit Forecasting:** Concept of Profit. Accounting Profit and Economic profit. Theories of Profit. Dynamic Theory of Profit. Risk and Uncertainty-Bearing Theory of Profit. Innovation Theory of Profit. Profit Forecasting and Management of Profit. Profit Standards and the problems relating to Profit Maximization.

**National Income:** Definition of national income. Product and money flows. Measurement of National Income – Net output or value method. Factor Income method. Expenditure method. Choice of Methods. Growth and composition of India's National Income.

---

### **C-315 : ENVIRONMENT & AGRI BUSINESS MANAGEMENT**

---

#### **COURSE OBJECTIVE:**

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

#### **COURSE STRUCTURE:**

**Introduction:** Concept and characteristics of business environment. An overview of various dimensions of business environment. Relevance of business environment to business.

**Economic environment of India:** Pattern of, trends in and development strategies of economic development in India since independence. Role of agriculture in Indian economy. Industrial growth in India. Broad features of India's industrial policy. Small-scale industries in India – their role in Indian economy and government policy. Role of public and private sectors in the economic development of India.

**Economic policies of the government:** Pricing Monetary and fiscal policies in India – their broad features and trends.

Participative, regulatory and promotional roles of governments of India.

**Social and cultural environment in India:** Salient features of Indian society – class and caste structure of Indian society. Secularism in Indian society. Rural urban differences. Joint family system. Business participation in social and cultural affairs.

**Political and legal environment in India:** Political institutions in India – Legislature, Executive and Judiciary – A brief review of their functions. Indian constitution – fundamental rights and directive principles and their influences on Indian business. Centre-state relationships.

**Law of Contract:** Nature and elements of a contract. Offer and acceptance. Consideration, capacity to contract. Free contract.

**Laws relating to sale of goods:** Nature of contract of sale. Condition and warranties. The doctrines of Caveat Emptor. Transfer of ownership.

**Company law :** Formation of a company. Memorandum and articles of association. Nature and contents.

Relevant provisions of MRTP Act, FEMA, SEBI.

**Environment Management System:** EMS Standard. ISO 14000. Environmental auditing. Clearance/permissions for establishing an industry.

**Technological environment in India:** Trends in Technological Environment in India. In House R&D in Indian Industries. Technological collaboration and government policy.

**Ecological environment** and sustainable development, current environmental issues and their impact on natural resources and human life, Economics and quantitative valuation environmental, pollution and wild life and associated socio-cultural aspect with special reference to developing countries. Eco-planning concepts, environmental auditing in pollution sources measurement and their control, industrial effluent treatment, case studies involving agricultural by products and industrial waste utilization.

---

## **C-316 : MARKETING**

---

### **COURSE OBJECTIVE**

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

### **COURSE STRUCTURE**

**An Overview of Marketing :** What is marketing? Marketing concepts and tools. Corporate orientations towards the market place. The Marketing process. Tasks of Marketing.

**The Marketing Environment :** External and Internal Marketing Environment. Macro and Micro Environment.

**Marketing Information Systems:** Gathering information for decision making. The information system in marketing and the role of MIS in decision making.

**Segmenting and Targeting Markets (STP Strategy):** Rationale for Market Segmentation. Bases for segmenting markets. Steps in segmenting. Strategies for selecting target markets. Positioning.

**Product Decisions:** Product mix. Product life cycle. New product development process. New product adoption process. Branding and packaging decisions.

**Pricing Decisions:** Importance of Price. Pricing objectives. Determinants of price. Setting the right price.

**Promotion Decisions:** The communication process. Barriers to marketing communications. The role of promotion in the marketing mix. The different elements of the promotion-mix. Factors that affect the promotion-mix. Developing the promotional plan.

**Distribution Decisions:** Functions of marketing channels. Alternative channel arrangements. Marketing channel design decisions.

**Managing Direct and On-line Marketing:** The Growth and benefits of direct marketing. Major channel for direct marketing. E-commerce.

**Managing the Total Marketing Effort:** Formal vs informal control. How control works. Strategic control. Marketing audit.

**New Issues in Marketing.**

## MBA (AGRI BUSINESS) - II SEMESTER

---

### C-321: ORGANISATIONAL BEHAVIOUR & ETHOS

---

#### **COURSE OBJECTIVE:**

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

#### **COURSE STRUCTURE:**

**Nature and Scope of Organisational Behaviour:** Concept of Organisation, Concept of Behaviour, Concept of Organisational Behaviour. The field of Organisational Behaviour. Individuals, Groups and Systems in Organisations. Manager's job.

**Perception:** Perceptual Processes. The Role of object in Perception. The Role of Environment in Perception. The Role of Observer in Perception. Significance of Perception for Managers.

**Learning:** Concept of Learning. Theories of Classical and Operant Conditioning. Learning Curves. Significance of Learning for Managers.

**Attitudes:** Concept of Attitudes. Components of Attitudes. Attitude Formation. Significance of Attitude for Managers.

**Motivation:** Concept of Motivation. Abraham Maslow's Hierarchy of Needs. Frederick Herzberg: Hygiene Factors and Motivation. The Expectancy Model of Motivation. McClelland's Achievement Motives Worker's Job Maturity.

**Transactional Analysis:** Transaction as Unit of Social Interaction, Three Ego States: Parent, Adult and Child. Four Life Positions.

**Group in Organisations:** Concept of Group. Group Membership. Group Cohesiveness. Norms, Conformity, Deviance. Group Performance. Group Decision Making.

**Intergroup and Organisational Conflict:** Concept of Conflict. Sources of Conflict. Changing views of Conflict: Functional and Dysfunctional. Dynamics of Organisational Conflict. Methods of Managing Conflict.

**Creative Processes in Organisations:** Concepts of Creativity. Types of Creativity. Stimulating Creativity in Organisations. The Creative Climate/Culture.

**Influence, Power and Authority:** Concept of Influence. Power and Authority, Sources of Power. The Basis of Formal Authority in Organisations.

**Leadership:** Concept of Leadership. Trait Approach to Leadership. Behavioural Approach to Leadership. Situational Factors in Leadership. Path-Goal Theory. Leadership Styles. Successful Vs. Effective Leadership. Leadership Vs. Managership. Leadership Vs. Organisational Change.

**Management of Job Stress:** The Nature of Job Stress. Sources of Job Stress. Consequences of Job Stress. Management Job Stress. Yoga & Stress. Lessons from Indian Scriptures for coping with stress.

**International Dimensions of Organisational Behaviour:** Concept of Cross-Cultural Management. Variation in work Behaviour Across Cultures. Cross-cultural Communication Barriers. Managing Cultural Diversities.

---

### **C 322: FINANCIAL MANAGEMENT FOR AGRI BUSINESS**

---

Introduction to financial management, objectives functions, interface of financial management with other functional areas; preparation of financial statements- balance sheet, income statement, funds flow statement, cash flow statement, financial statement analysis- ratio analysis, time series analysis common size analysis, du-Pont-analysis, difficulties associated financial statement analysis, leverage-concept of leverage, operating leverage, financial total leverage, financial leverage and risk, relationship between risk and return., profit analysis, monitoring costs and sales through variance analysis, financial forecasting -sale forecast, preparations of Proforma balance sheet and income statement, growth and external funds requirements. Capital structure- introduction, factors affecting capital structure, features of an optimal capital structure, capital structure theories; sources of long term finance capital-equity capital and preference capital, debenture, term loans and deferred credit and hire purchase. Working capital, determinants of the size of working capital the composition of working capital; managing working capital conservative vs aggressive policies, static vs dynamic view of working capital, operating cycle, approach to working capital, inventory management, receivable management and cash management and cash management, dividend decision, financing of working capital-accruals, trade credit, provisions, short term bank finance, public deposits, commercial paper, factoring, regulation of bank credit. Capital expenditure decisions- process of capital budgeting, basic principles in estimating costs and benefits of investments, appraisal criteria -pay back period, average rate of return; net present value, benefit cost ratio, internal rate of return, annual capital charge. Agri-business financing system in India -(a) Financial markets, money and capital markets (b) regional and all India financial institutions: commercial banks, regional rural banks, NABARD, AFC, Cooperatives' (NCDC and other institutes) Agro-Industries (Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs, (c) investment institution: LIC, GIC, un, mutual funds commercial bank, non banking financial companies.

---

### **C-323 : AGRI BUSINESS AND RURAL MARKETING**

---

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



packaging decisions; management of processing of major farm products. Promotional Management: Promotional scene in India; marketing communication process; planning, managing & evaluations promotional strategy; managing sales promotion; advertising planning and execution; personal selling; sales organisation, managing sales force-selection, recruitment, compensation, monitoring and controlling, planning sales efforts-sales displays, sales forecasting, sales budgets control. Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries; distribution analysis, control and management; management of handling, storage and transportation of food products; quality management in distribution in distribution system. Pricing Policies and Practices-determinants of pricing, pricing methods: objectives of pricing policy pricing over the life cycle of the product; price discounts and non-price competitions.

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

---

#### **C-324: RESEARCH METHODS IN AGRI BUSINESS MANAGEMENT**

---

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

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

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

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

##### **Section (A)**

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

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

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

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

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

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

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

### **Section (B)**

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

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

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

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

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

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

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

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

Introduction to some basic quantitative methods packages.

---

## C-325: PRODUCTION & OPERATIONS MANAGEMENT

---

### **COURSE OBJECTIVE:**

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

### **COURSE STRUCTURE:**

**Nature and Scope of Operations Management:** Operations Management and Production Management. Systems Approach and Operations Management. Production Management Vs. Project Management. Characteristic Features of Job, Batch and Flow Production. Automation & Mechanization. Duties and Responsibilities of Operations Manager.

**Factors governing the location of a Plant:** Different Types of Plant Layout. Process Layout, Product Layout and Fixed Layout. Principles of Materials Handling. Materials handling Equipments and their uses.

**Productivity:** Concept & definitions. Factors contributing to productivity improvement. Techniques for productivity improvement. Value Engineering.

**Work Study:** Concept, Definition and Objectives. Definition & objective of Method Study. Procedure for conducting Method Study. Flow Process Chart (Man type & Material type). Two handed process chart. Multiple activity chart. Principles of motion economy. Work sampling – Concepts, Definition and uses. Procedure for conducting work sampling. Time study – Definition. Procedure for conducting time study.

**Arrow Diagramming and Network Analysis:** PERT Model. Determination of critical path. Distribution of Project completion time. CPM Model. Time/Cost Relation. Crashing of a Project.. Resource Allocation through Resource leveling and resource smoothing.

**Operations Planning & Control:** Aggregate production planning. Master production scheduling. Materials requirements planning (MRP). Loading, Sequencing, Routing, Scheduling, Dispatching and Expediting. Line Balancing.

**Maintenance Management:** Maintenance objectives. Concepts, advantages and limitations of Break down Maintenance & Preventive Maintenance. Maintenance costs and the problem of their Minimization. Total Productive Maintenance (TPM).

**Purchasing Management:** Objectives and Functions of Purchasing. Purchasing cycle. Vendor Rating.

**Inventory Management:** Economic Order Quantity and its Determination. Discount on Purchases. Buffer Stock, Safety Stock and Reserve Stock. Reorder Point. P & Q Inventory Models. Inventory classification systems. ABC & VED Analysis. JIT System of Inventory Management.

**Statistical Quality Control:** Concepts of quality. Objectives of SQC. Chance Causes and Assignable Causes. Process control Charts for Variables & Process Control Charts for Attributes Acceptance sampling for attributes. Operating Characteristic (OC) Curves.

ISO 9000 standards, Total Quality Management (TQM).

Management of farm-firm-planning; budgeting etc; managing natural resources; agricultural productivity management; operations management of an agro industrial unit including operations system and processes; manufacture technology management; operations planning and control; materials management; procurement of raw materials and their utilisation and optimisation of storage capacity, quality management; and integrative case analysis of operators management situations.

---

## **C-326: HUMAN RESOURCE MANAGEMENT**

---

### **COURSE OBJECTIVE:**

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

### **COURSE STRUCTURE:**

**Human Resources Management:** Concept, Objectives, Nature and scope of the Human Resource Management. HR Functions, Role of HR Managers, Challenges ahead, HR Policy and Its formulation.

**Human Resource Planning :** Meaning, Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Job description and Job specification.

**Human Resource Acquisition:** Meaning of Recruitment . Various sources. Methods of Recruitment. Definition of Selection and Selection Process. Placement, Induction, Socialization.

**Development of Human Resources:** Training – Meaning and Importance. Assessment of Training Need. Methods and procedures of training. Management Development Programmes, Purposes and Methods.

**Performance Appraisal:** Concept, Objectives and Importance of Performance Appraisal. Methods of Performance Appraisal. Problems of Performance Appraisal. New developments in Performance Appraisal.

**Employee Compensation:** Elements of compensation. Factors affecting compensation. Incentive. Job-Evaluation – Meaning and Importance. Methods of Job Evaluation.

**Discipline and Grievance Management:** Causes of indiscipline. Management of Discipline. Causes of employees' grievance. Grievance procedure. Management of Employees' Grievance.

**Human Resource Auditing:** Meaning and Objectives of HR Audit. Need for HR Audit. Methods of HR Audit.

## MBA (AGRI BUSINESS) - III SEMESTER

---

### C-331 : BUSINESS LAW AND ETHICS

---

Arbitration act-1940, Bureau of Indian Standards Act- 1986. The Carriers Act Railway act-1890, The Companies Act 1956, Consumer Protection Act- 1986, Indian contract Act- 1972, Essential Commodities: Act, 1955, The Essential Commodities (Special provision) Act- 1981, Food Adulteration Act- 1954, Hire-Purchase Act-1972, The Presidency Town Insolvency Act-1909, The Provincial Insolvency Act- 1920, The Insurance Act-1972, Stamp Act- 1989, The Monopolies and Restrictive Trade Practice Act-1969, The Negotiable instruments Act- 1881, The Indian Partnership Act-1932, The Indian Patent Act- 1970, The Patents (Amendment)

Act-1975, The Sales of Goods Act-1956. The Central Sales Act-1956, The *(Registration and Turnover) Rule-1957, The standards of weights and measurements Industries (Development and Regulation) Act-1951, Central Excise Acts, Customs Act-1961, Foreign Trade (Development and Regulation) Act- 1992, Foreign Exchange Regulation Act- 1973, Sick Industrial Companies (Special provisions) Act-1985, Economic Laws Indian Boiler Act-1923. Air (Prevention and Control of Pollution) Act-1981, Water (Prevention and Control of Pollution) Act-1974, Environment (Protection) Act-1986. Agricultural Produce (Grading and Marking) Act-1937. Social responsibilities of managers; moral, cultural and social values in decision making; professional codes and morality; etc.*

---

### C-332 : ENTREPRENEURSHIP AND PROJECT MANAGEMENT

---

#### COURSE OBJECTIVE:

The first part of the course is designed to familiarize the students with the concepts of entrepreneurship, entrepreneurial functions and the role the entrepreneurs are expected to play in a developing economy.

The second part of the course is intended to develop the knowledge of the students in the management of projects, special emphasis will be provided on project formulation as also on various tools and techniques for project appraisal and control so that they are able to draft the project proposal in any area of management and evaluate the worth of projects.

#### COURSE STRUCTURE:

##### PART A:

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

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

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

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

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

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

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

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

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

Road Map for setting up a new venture.

## **PART B:**

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

Project life cycle and its different phases.

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

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

Prerequisites for successful implementation of projects.

Evaluation and appraisal of projects: Project appraisal techniques.

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

Preparation of project proposals. Case studies.

**COURSE OBJECTIVE:**

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

**COURSE STRUCTURE:****Section - (A) :****COMPUTER APPLICATIONS (Weightage - 60%)**

**Evolution of Computers:** Introduction to Computer Hardware and Software. Problem Analysis. Flow Charts and Algorithm. Basic of operating systems with exposure to DOS, UNIX, and WINDOWS.

**Use of computers in business organizations:** Impact of computers on Indian society. Popular office use of computers – one package each of word processing, relational database management system (RBDMS) and electronic spreadsheet.

**Data communication:** Relevance and types of Data Base Management Systems.

**Section - (B):****MANAGEMENT INFORMATION SYSTEM (Weightage - 40%)**

**Concept of MIS:** Role of MIS in Managerial decisions making. Systems Approach and MIS Sources of Information. Computerized MIS and its advantages. Selecting a Computer. Selection and Training of Computer Personnel.

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

**System Analysis and Design:** System Life Cycle. Data Flow Diagram (DFD). Data Dictionary (DD). Simon's and Anthony's models in information system.

Information Retrieval and its Techniques.

## (ELECTIVE GROUP – A : Agri-Input Management)

---

### E-335 : MATERIALS MANAGEMENT

---

#### **COURSE OBJECTIVE:**

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

#### **COURSE STRUCTURE:**

Importance, objectives and functions of Material Management. Organizational structure for material management.

**Materials Planning:** Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

**Purchasing:** Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

**Warehousing:** Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.

**Cost reduction methods:** Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

**Inventory control:** Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

**Logistics And Supply Chain Management:** Recent Developments With Reference To Rural Economy.

---

### E-336: SEED PRODUCTION TECHNOLOGY

---

Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement; seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds; installation and management of seed processing plants- Seed storage; loss of seed



viability during storage; seed packaging storing breeder, foundation and certified seeds; germplasm conservation; construction and seed stores: seed development and germination; principles and methods moisture, viability, seed vigour, genetic purity and seed health- Seed industry in India-present status and future prospects; role of public, private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential, organization of seed industry in India; Human resource development in seed industry , managing seed industry efficiently,

### **(ELECTIVE GROUP - B: AGRI-TECHNOLOGY MANAGEMENT)**

---

#### **E-335 : MATERIALS MANAGEMENT**

---

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

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

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

Importance, objectives and functions of Material Management. Organizational structure for material management.

**Materials Planning:** Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

**Purchasing:** Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

**Warehousing:** Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.

**Cost reduction methods:** Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

**Inventory control:** Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

**Logistics And Supply Chain Management:** Recent Developments With Reference To Rural Economy.

---

### **E-336 : SEED PRODUCTION TECHNOLOGY**

---

Importance of quality seeds in agriculture; principles and methods of seed production of cereals, pulses, oilseeds and miscellaneous field crops; principles of seed certification and certification agency, seed laws and seed law enforcement; seed processing drying, cleaning, grading, treatment, weighing, bagging and handling of seeds; installation and management of seed processing plants- Seed storage; loss of seed viability during storage; seed packaging storing breeder, foundation and certified seeds; germplasm conservation; construction and seed stores: seed development and germination; principles and methods moisture, viability, seed vigour, genetic purity and seed health- Seed industry in India-present status and future prospects; role of public, private and cooperative sectors; national policy and programmes seed demand and supply; forecasting seed demands; seed trade and export potential, organization of seed industry in India; Human resource development in seed industry , managing seed industry efficiently.

### **(ELECTIVE GROUP - C: LIVE STOCK MANAGEMENT)**

---

### **E-335 : MATERIALS MANAGEMENT**

---

#### **COURSE OBJECTIVE:**

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

#### **COURSE STRUCTURE:**

Importance, objectives and functions of Material Management. Organizational structure for material management.

**Materials Planning:** Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

**Purchasing:** Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

**Warehousing:** Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.

**Cost reduction methods:** Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

**Inventory control:** Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

**Logistics And Supply Chain Management:** Recent Developments With Reference To Rural Economy.

---

### **E-337 TECHNOLOGY MANAGEMENT FOR LIVESTOCK PRODUCTS**

---

Present status of livestock products industry in India-dairy, meat, poultry, skin, hides,- wool etc.,; selection of livestock type, production and processing units; processing industry in India; alternate production and processing technology; demand scenario for livestock products in le domestic and global markets; improvement in products through disease control, veterinary :advisory services, extension activities, quality control system; packaging, preservation and storage systems for livestock products; transport means for domestic and global markets; quality control during storage & transit; extent of losses during storage and transport and ways to minimize the same; slaughtering and processing-plant design and operations; treatment of by- products; marketing and distribution of animal products existing and desired; quality standards for various products, and environmental and legal issues.

### **(ELECTIVE GROUP - D: FOOD PROCESS MANAGEMENT)**

---

### **E-335 : MATERIALS MANAGEMENT**

---

#### **COURSE OBJECTIVE:**

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

#### **COURSE STRUCTURE:**

Importance, objectives and functions of Material Management. Organizational structure for material management.

**Materials Planning:** Determination and description of material quantity. Material planning in Push and Pull system. MRP & JIT. Determination and description of material quality. Incoming quality inspection. Acceptance sampling plans.

**Purchasing:** Objectives and functions. Purchasing cycle. Sources of supply. Vendor rating. Buyer-vendor relations. Right pricing. Public/Government purchasing. Purchasing of capital equipments. Legal aspects of purchasing. International purchasing – procedures and documentation. Make or buy decisions.

**Warehousing:** Importance and functions of storage. Location & layout of stores. Management of receipts and issue of materials from stores. Warehousing costs. Stock verification.

**Cost reduction methods:** Classification, codification, standardization, simplification & variety reduction, Value Engineering. Disposal of waste and scrap. Materials handling. Materials information system.

**Inventory control:** Objectives, EOQ & its derivation. Deterministic inventory models. Buffer stock, safety stock, reserve stock and re-order point. P & Q inventory models. ABC analysis. VED Analysis. XYZ Analysis, SDE Analysis. MUSIC – 3D.

**Logistics And Supply Chain Management:** Recent Developments With Reference To Rural Economy.

---

### **E-337 TECHNOLOGY MANAGEMENT FOR LIVESTOCK PRODUCTS**

---

Present status of livestock products industry in India-dairy, meat, poultry, skin, hides,- wool etc.,; selection of livestock type, production and processing units; processing industry in India; alternate production and processing technology; demand scenario for livestock products in le domestic and global markets; improvement in products through disease control, veterinary :advisory services, extension activities, quality control system; packaging, preservation and storage systems for livestock products; transport means for domestic and global markets; quality control during storage & transit; extent of losses during storage and transport and ways to minimize the same; slaughtering and processing-plant design and operations; treatment of by- products; marketing and distribution of animal products existing and desired; quality standards for various products, and environmental and legal issues.

## MBA(AGRI BUSINESS) IV SEMESTER

---

### C- 341 : STRATEGIC MANAGEMENT

---

#### **COURSE OBJECTIVE:**

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

#### **COURSE STRUCTURE:**

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

Nature, Components and Significance of Environmental Scanning.

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

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

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

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

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

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

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

Formulating Generic Competitive Strategies

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

---

**C-342 : SEMINAR AND AGRI BUSINESS MANAGEMENT**

---

**COURSE OBJECTIVE:**

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

**COURSE STRUCTURE**

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

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

Role of agriculture in Indian economy, problems and policy changes relating to farm supplies, farm production, agro-processing, agricultural marketing, agricultural finance etc. in the country; linkages among sub-sectors of the agri-business sector; economic reforms and Indian agriculture, impact of liberalisation, privatisation and globalisation on agri- business sector; emerging trends in production, processing, marketing and exports; policy controls and regulations relating to industrial sector with the specific reference to agro-industries in agri-business enterprises; Agri-business policies -concepts, formulations price and marketing policies; public distribution system and new dimensions in agribusiness environment and policy.

---

**C-343 : DISSERTATION**

---

---

**C-344 : Viva Voce**

---

**(ELECTIVE GROUP – A : Agri-Input Management)**

---

**I-345 : Fertilizer Technology and Management**

---

Role of fertilizer in agri production, raw materials needed for and principles of manufacture of nitrogen, phosphatic, and potassic fertilizers, secondary nutrient sources and micronutrients formulation infrastructures for marketing and distribution of fertilizers; fertilizer quality control and pricing policy, constraints in fertilizer use and emerging scenario of fertilizer use, scope of bio-fertilizers; environmental pollution due to fertilizers. Laboratory exercises will include fertilizer sampling, quality evaluation, formulation of fertilizer mixture, and methods of fertilizer recommendation for crops, study of fertilizer marketing systems.

---

**I-346 AGRO-CHEMICALS & TECHNOLOGY MANAGEMENT**

---

Role, status and organisation of agro-chemical industry in the Country; synthesis and development of compounds used as fungicides, herbicides, nematocides, insecticides, rodenticides, acaricides, molluscides, fumigants and plant growth regulators; alternate of novel methods of pest control, integrated pest management; role of biological controls as plant protection methods; methods of quality control qualitative and quantitative agrochemicals and residue analysis; guidelines for the use of agrochemicals ,environment; adulteration and legal requirements.

**(ELECTIVE GROUP – B : Agri-Technology Management)**

---

**T-345 Management of Biotech Industries**

---

The course content includes agricultural needs & application of biotechnology for agricultural uses and benefits; tissue culture, disease surveillance and diagnostics industries bioprocess engineering and quality products and productivity based industries, their structure, quality parameters, marketing, Intellectual Property Rights bio-diversity concepts and social and legal implications.

---

**T-346 Management of Floriculture and Landscaping**

---

Recent advances in floriculture industry; evolution of new cultivators and production technology of ornamental plants; special techniques for forcing of      dehydration of flowers; response of flowers to environmental conditions landscape gardening; style of gardening, Anaesthetic and Socio- aesthetic newly developed towns and cities; commercial cultivation of flower crops (rose, gladiolus, tuberose, marigold, aster, carnation, cilium chrysanthemum, use of plant sircquluors flower production, extraction, purification and storage of essential oils and perfumes; post harvest changes in cut flowers, storage and packing of cut flowers determining optimum time harvesting of flowers for export and home use.

**(ELECTIVE GROUP – C : Live Stock Management)**

---

**L-345 Feed business management**

---

Role of management in feed manufacturing industry, organising and planning feed manufacturing unit with special emphasis on design of manufacturing processes, equipment, material handling and physical facilities, control procedures in feed manufacturing units with emphasis on inventory management, developing and evaluation of purchasing organisations system, planning and production of good quality feeds, quality control of raw material and finished products, cost accounting, budgetary control, accounting and management in a feed unit, personnel management, labour relations and policy considerations regarding wages and salaries, job evaluation and employee appraisal in feed industry, financial management- source of capital,' budget and financial control, risk and insurance, marketing

management including distribution channels, advertising and selling of products and services, regulations relating to the manufacture and sale of feed stuffs.

---

### **L-346 Poultry and Hatchery Management**

---

Poultry and hatchery industry, role of management in poultry industry establishing a poultry and hatchery unit -location, size and construction, equipment and physical facilities, organising and managing a poultry .

Incubation and hatching, production of quality chicks and eggs, factors affecting hatchability, bio security and hatchery sanitation, handling of hatching eggs, maintaining chick quality -chick grading, sexing, packing, dispatch, transportation and chick delivery, franchise hatcheries, custom hatching, brooding, growing and laying management, crises management, industrial feeding, housing and disease management, waste management, record management accounting and budgetary control, risks and insurance, personnel management including wages and salaries, job evaluation and employee appraisal, marketing management ~ - direct sale and sale through franchisees/ agents, advertisement, sale and after sale services, other innovative sales strategies. management- direct sale and sale through franchisees/agents, advertisement, sale services, other innovative sales strategies.

### **(ELECTIVE GROUP – D : Food Process Management)**

---

### **F-345 FOOD TECHNOLOGY & PROCESSING MANAGEMENT**

---

Present status of food industry in India; organisational structure of agro industry; major dimensions of agro based industries; risk management; unit operations of food industry; deteriorative factors and their control; laws and regulation related to food industry; quality management in food industry-quality standards and ISO: principles of food preservation and' processing; preservation through temperature reduction, water removal, radiation, heat processing, fermentation and use of preservatives, technology of extrusion, solvent extraction, refining and hydrogenation; processing of dairy products; cereals milling; pulse milling; oil seeds crushing; processing of fruits and vegetable; confectionery; tea and coffee processing; food additive and toxicology; protection of food during storage, and transportation; packaging distribution of food products; case studies on project formulation-dairy products, oil industry, fruit and vegetables processing, milling-pulse, cereals etc.

---

### **F-346 FRUIT PRODUCTION AND POST-HARVEST MANAGEMENT**

---

Present status of fruit industry in India and emerging scenario; major fruit growing zones, management of fruit production technology for domestic and global market; post harvest handling technology harvesting, pre-cooling, grading, packing, storage and transportation for cooling, grading, packing, storage and transportation, pre and post harvest management for quality and shelf life; fruit processing industry; international trade in fruits problems and prospects and global marketing of fruits, and government policy, incentives *domestic and global trade*.