

STUDENT MANUAL

Faculty of Agri Business Management

ACADEMIC YEAR 2024-2025



INSTITUTE OF AGRIBUSINESS MANAGEMENT

Swami Keshwanand Rajasthan Agricultural University

BIKANER - 334006 (Raj.)



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(An ISO 9001:2015 Certified Institution)

ACADEMIC YEAR

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*‘Arise, awake, and stop not until the goal is reached’
(Swami Vivekananda)*



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INSTITUTE OF AGRI BUSINESS MANAGEMENT
SWAMI KESHWANAND RAJASTHAN AGRICULTURAL UNIVERSITY, BIKANER

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PREFACE

Welcome to IABM, SKRAU, Bikaner, a beacon of excellence in agribusiness management, where we are committed to shaping the future leaders of the agricultural business sector in India. As one of the nation's premier institutes, our mission is to empower you with the knowledge, skills, and dynamic mindset needed to thrive in this ever-evolving industry.

Our academic programs are meticulously designed to not only educate but to inspire, challenge, and develop you into a resilient and innovative agribusiness professional. This journey wouldn't be possible without the unwavering dedication of our esteemed faculty, staff, and former directors, whose contributions have created a vibrant academic atmosphere that will support your growth.

The Student Manual for the academic session 2024-2025 is more than just a guide; it's your roadmap to success. It provides essential information on admission procedures, syllabi, examination protocols, discipline, awards, and scholarships—everything you need to navigate your academic journey with confidence.

While this manual offers a comprehensive overview, remember that the university may update policies and regulations as needed to ensure the highest standards of education. Always refer to the original documents for the most accurate and detailed information.

As you embark on this exciting new chapter, I extend my best wishes to each of you. May your time at the Faculty of Agri Business Management be filled with growth, learning, and success, paving the way for a bright future in agribusiness.

(Dr. I. P. Singh)
Director

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1. ABOUT UNIVERSITY

Rajasthan Agricultural University, Bikaner, formerly a part of Sukhadia University, Udaipur, became a separate entity on 1st August 1987 because of promulgation of Ordinance No. 13 of 1987 by the Government of Rajasthan and later enacted by an Act of Rajasthan State Legislation (Act No. 39 of 1987). Considering the immense contribution of Swami Keshwanand to the education and rural upliftment, the Rajasthan Agricultural University was renamed as Swami Keshwanand Rajasthan Agricultural University in June, 2009. The university has undergone four major divisions through which the universities viz; MPUAT, Udaipur in 1999, RAJUVAS, Bikaner in 2010 and SKNAU, Jobner, Jaipur and AU, Mandore, Jodhpur in 2013 were carved out.

Swami Keshwanand Rajasthan Agricultural University, Bikaner is playing a vital role in the development of Agriculture in the broad sense and provide trained human resource, carry out need based production-oriented research, adoption and propagation of new technologies in the field of Agriculture, Animal Science and Home Science so as to improve the economic conditions of the farmers of the state.

The main objectives of the University are:

- To impart education in agriculture and allied branches of study;
- Advancement of learning and research in agricultural and allied sciences;
- To undertake extension education programmes especially for farmers of the state of Rajasthan; and
- To undertake such other work, activities or projects as the University may deem proper in order to achieve the objectives for which it was established.

Swami Keshwanand Rajasthan Agricultural University integrates teaching, research and extension education to fulfill its mandates as the Agricultural University. The students are the focus of the University as they seek intellectual, personal and cultural development. The University provides high quality undergraduate and post graduate instructions in various fields of agriculture and allied branches. Constituent colleges of the university are as follows:

Name of the Constituent College	Year of Establishment
1. College of Agriculture, Bikaner	1988
2. College of Home Science, Bikaner (Now College of Community Science)	1988
3. Institute of Agri Business Management, Bikaner	2000
4. College of Agriculture, Sri Ganganagar	2020
5. IABM, Sri Ganganagar	2021

The university awards following degrees at Graduate & PG levels in Agriculture and allied branches.

GRADUATE	POST GRADUATE	Ph.D. PROGRAMME
1. B.Sc.(Hons.) Agriculture 2. B.Sc. (Hons.) Home Science	1. M.Sc. (Agriculture) 2. M.Sc. (Community Science) 3. MBA (Agri Business Management)	1. Ph.D. (Agriculture) 2. Ph.D. (Community Science) 3. Ph.D. (Agri Business Management)

Thirteen private agricultural colleges of Rajasthan are also affiliated with SKRAU, Bikaner.

2. INTRODUCTION OF IABM

Transformation of agriculture into a business activity is need of the hour for sustainable economic development. The use of modern technologies in areas such as specialized production, post-harvest management, promotion of value added agri products, supply chain management, marketing, etc. have become inevitable to stay competitively both markets-the domestic as well as in international. The commercialization to such an extent needs to be supported by high quality professionals who are equipped with theright amount and flavor of ASK i.e. Attitude, Skills and Knowledge. IABM is an endeavor to be a significant part of such transformation through supply of high quality professionals and research based inputs to the agriculture sector.

The IABM was established on January 19, 2000. IABM is the fifth academic institution in India to offer Master's Programme in Agri Business Management. The institute was inaugurated by Shri Anshuman Singh, then the Chancellor and Governor of Rajasthan on February 1, 2001.

The students of this Institute are getting 100 per cent placement in leading corporate houses. IABM alumni of 23 Batches are mostly serving leading corporate and non-corporate organizations and few have started own entrepreneurial venture in India and abroad in different areas. The patronage extended by the leading organizations from the agribusiness and allied sectors to the students; IABM is successfully continuously managing paid summer internship, project works and placements and interactive activities.

MBA(ABM) program of the institute was accredited by ICAR, New Delhi till March 31, 2024. Further, accreditation is under process and application has been sent to ICAR, New Delhi. Institute was also recognized as Best B-School amongst top colleges offering sector specific courses in Agri Business Education year during 2013 to 2016.

Former Directors of IABM

S. No.	Name of former Directors	From	To
1	Dr. Girish Kumar Sharma	19/01/2000	06/07/2000
2	Dr. Anil Kumar	07/07/2000	25/01/2003
3	Dr. A. K. Dahama	25/01/2003	25/03/2011
4	Dr. Rajesh Sharma	26/03/2011	02/04/2016
5	Dr. Y. Sudarsan	02/04/2016	25/04/2018
6	Dr. N. K. Sharma	25/04/2018	27/01/2020
7	Dr. Madhu Sharma	28/01/2020	12/05/2022
8	Dr. I. P. Singh	13/05/2022	30/11/2023
9	Dr. Yogesh Sharma	01/12/2023	15/12/2023

2.1. MILESTONES

Theory should make the practice and practice should make the theory perfect. IABM constantly deploy its resources and students in the projects related to agriculture and allied sectors that give our students exposure to the theories in practices and practices into the new theories. The snapshots of the projects undertaken by the IABM are as follows:

- A 60 days training program on Agri-Clinics and Agri-Business Centres (ACABC) was conducted at IABM during 2014. The Ministry of Agriculture, Government of India, in association with NABARD with a view to create gainful self-employment opportunities to unemployed agricultural and allied sector graduates, diploma holders, intermediates in agriculture and biological science graduates with PG in Agri-related courses. The sectors are Agri business ventures ranged from dairy farming to seed farming of Agri Business.
- A 60 day training program comprising of five modules was conducted for rural youth of district Barmer in association with CAIRN India. It was a collaborative Training Programme of IABM, SKRAU, Bikaner and Ashwattha Advisors Pvt. Ltd. (A subsidiary of Techno serve India)” for Rural Youth (25) of Barmer district of Rajasthan during 2014.
- A five year (2013-18) Network project on Market Intelligence sponsored by NIAP, ICAR
- National seminar on Agribusiness Potential of Rajasthan organized by IABM, SKRAU, Bikaner and Indian society of Agricultural Marketing, Nagpur in March, 2013.
- ICAR extramural project- Supply demand analysis of professional agricultural Human resource in Northern India (2016).
- ICAR extramural project: Investigation on Relevance of Agribusiness Education (2016).
- RKVY Project entitled "Digital dissemination of agriculture practices of cluster bean and gram in Hyper arid partially irrigated western plain zone of Rajasthan" (2016-2019).
- Earlier associated with Pradhan Mantri Yuva Yojana (Udyamita Abhiyan),MSDEand E-Cell during 2017-2019.
- Earlier associated with Unnat Bharat Abhiyan of MHRD under supervision of IIT, Delhi in 2017. Five villages, Udamsar, Ramsar, Raisar, Gusaisar and Napasar were adopted under this program.
- National Agriculture Higher Education Project (NAHEP) funded by ICAR, New Delhi during 2018-2022.
- Market research project under Technology Mission on Coconut titled “Market analysis of Packed Tender Coconut Water in India”, funded by Coconut Development Board.
- Looking at the good academic performance of IABM, Willowood Group has offered scholarship (full fee for two years) to two meritorious and needy students of IABM for the sessions 2020-2021, 2021-2022 and 2022-2023 with a hope that education imparted to students will allow them to make significant contributions in all streams of life and to society at large. This is under process to extend for the next two years.

2.2. MISSION & OBJECTIVES

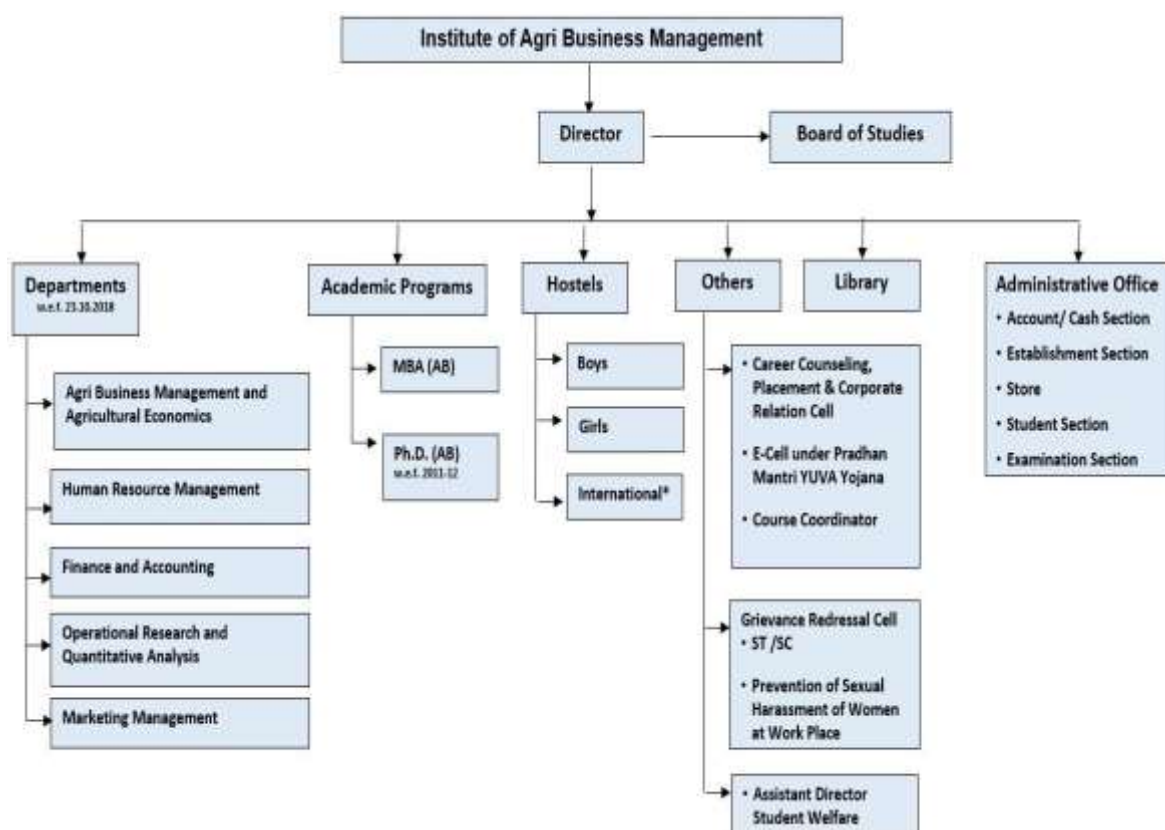
MISSION

To help agriculture and industrial sectors and to develop core competence by bringing out professional managers, equipped with modern management theories, practices, appropriate behavioural values, skills with aptitude and sensitivity for agricultural and rural development.

OBJECTIVES

- To impart education to young men/women for taking up the responsibilities for managing any form of organization & other agro based income generating & development activities.
- To offer training programmes for business professionals, policy makers and entrepreneurs for improving decision making skills and administrative competence.
- To undertake research projects on client specific problems and on general problems facing an industry segment.
- To create knowledge through researches relevant to management discipline and to disseminate such knowledge through publications.
- To participate in and contribute to the formulation of public policy.
- To collaborate with other institutions in the state and the country to further the above objectives.
- To organize seminars/conferences/discussions at the national and international level to further the cause of Agri business.

2.3. Organisation Structure



2.4. ASSOCIATED FACULTY (2023-24)

S. No.	Name of the Faculty	Designation	Affiliation
1	Dr. Amar Singh Godara	Associate Professor	ARS, SKRAU, Bikaner
2	Er. Chanchal Sharma	Sr. Software Engineer	Itech Software Solutions, M.P.
3	Dr. Deepak Kumar Sarolia	Principal Scientist	CIAH, Bikaner
4	Ms. Divya Sharma	Guest Faculty	IABM, SKRAU
5	Dr. Keshav Mehra	SMS	KVK, SKRA, Bikaner
6	Dr. Komal Shekhawat	Guest Faculty	CoA, SKRAU, Bikaner
7	Ms. Mamta Chawla	Guest Faculty	IABM, SKRAU
8	Dr. Pawan Singh Gurjar	Scientist	CIAH, Bikaner
9	Ms. Pooja Rakhecha	Guest Faculty	IMS, Bikaner
10	Dr. Shashi Singhal	Guest Faculty	IABM, SKRAU
11	Dr. Shirish Sharma	Asst. Prof. (Agri Eco)	CoA, SKRAU, Bikaner
12	Dr. Susheel Kumar	Asst. Prof. (Horti)	KVK, SKRAU, Bikaner
13	Dr. Vikram Yogi	Asst. Prof. (Agri Eco)	CoA, SKRAU, Bikaner
14	Dr. V. S. Acharya	Asso. Prof. (Entm.)	CoA, SKRAU, Bikaner

2.5. LEARNING ENVIRONMENT

- Virtual Class Rooms, Seminar Rooms, Conference Hall with latest A-V aids and lecture capture facilities.
- Library with more than 10075 books, 20 journals and 8 magazines (Print and Online journals)

E –Resources available in IABM Library:

The details are shared with students regarding login procedures, user id, passwords separately. A training session is also held for understanding the utility and accessing the following subscribed resources.

- a. EBSCOHOST- Research journals and articles

IABM has subscription of EBSCO Management Collection for the current. Refer the [crh-journals.pdf \(ebscohost.com\)](http://crh-journals.pdf(ebscohost.com)) (ebscohost.com) for availability of desired information.

- b. India Stat- Socio Economic Statistical Data**

IABM has subscription to access a fine collection of agriculture, consumer affair and foreign trade data.

<https://www.indiastat.com/>

- c. **E-Books:** These e books are related to contemporary issues of management and basics. Access to these eBooks have already been started in our campus. You may check by clicking on the link provided below. To use the eBooks, no user name and password is required as this is an IP based access, simply the user needs to click on the link and start reading anywhere from the campus. You cannot use it outside the campus. Use the following link to access **Pearson** e books (26). List of books is shared separately with students.

- Computer laboratory, wireless internet connectivity in institute and hostels.
- Separate well-furnished hostels for boys and girls.
- **Placement Cell:**

IABM is one of the most dynamic and leading institutes in the field of agribusiness in India and is attracting the best talent from across the country. The whole academic environment is designed to groom the students for being physically and mentally competent to contribute their best of potential to the agri business sector.

The institute's placement cell makes every effort to assist all the students passing out to get meaningful and challenging career opportunities. A variety of organizations from the business sector, PSUs, state and central governments, NGOs, and multilateral agencies participate in our placements.

Every year a wide range of public, private and non profit organizations specifically from agri input, warehousing & logistics, agri consultancy, food processing, banking and finance are invited to participate in the campus placement program to ensure our long term commitment towards the growth of agri business sector.

The team of Placement cell comprises MBA (ABM) first year, second year, PhD (ABM) student and faculty members. All activities take place under the guidance of faculty members.

- **Industrial Attachment Programme:** Students are attached to industries for live exposure and training for a period of 15 days to understand the functioning of the industry, conduct analysis and complete project requirements assigned by the industry.

2.6. PROGRAMMES OFFERED

A. Doctor of Philosophy (Agri Business Management) Programme

Role of MBA (ABM) has been realized long back and number of institutes started offering such programme. This has created a big demand of qualified manpower in Agri Business education. IABM has taken lead and announced admission to its first batch of Ph.D. (Agri Business) from the academic session 2011-12 to fulfill this gap.

B. MBA (Agri Business Management) Programme

The Master of Business Administration (Agri Business Management) is a two-year, full time residential post-graduate degree programme which grooms' students into professional managers for core areas of agribusiness and allied sectors. The programme aims at providing a comprehensive coverage incorporating the foundation, functional and elective courses relevant to management discipline, in general, and agribusiness management, in particular.

3. COURSE STRUCTURE

This section covers course structure for MBA (Agri Business Management) and PhD (Agri Business Management).

3.1. Course Structure for MBA (Agri Business Management), 2024-25

SEM-I

Course No.	Course Title	Credit Hours
A. Major Courses		
ABM 5101	Principles of Management and Organizational Behavior	3(3+0)
ABM 5102	Managerial Accounting and Control	3(2+1)
ABM 5103	Applied Agribusiness Economics	2(2+0)
ABM 5104	Agricultural and Food Marketing Management-I	2(2+0)
B. Common Course		
ABM 5105	Intellectual Property and its Management in Agriculture	1(1+0)
C. Basic Courses Mandatory for Summer Internship/Project		
ABM 5106	Communication for Management & Agri Business	3(2+1)
ABM 5107	Research Methodology for Agri Business Management	3(2+1)
ABM 5108	Computer Applications for Agri Business	3(2+1)
Total (SEM-I)		20

SEM-II

Course No.	Course Title	Credit Hours
A. Major Courses		
ABM 5201	Human Resource Management for Agricultural Organisations	2(2+0)
ABM 5202	Production and Operations Management	2(2+0)
ABM 5203	Agricultural and Food Marketing Management-II	2(2+0)
ABM 5204	Agri Supply Chain Management	2(2+0)
B. Supporting Courses		
ABM 5205	Operations Research	2(1+1)
ABM 5206	Financial Management in Agri Business	2(1+1)
C. Common Course		
ABM 5207	Technical Writing & Communication Skills	2(1+1)
ABM 5208	Agricultural Research, Research Ethics and Rural Development Programs	2(2+0)
D. Basic Courses Mandatory for Summer Internship / Industrial Attachment and Seminar		
ABM 5209	Agribusiness Environment & Policy	2(2+0)
ABM 5210	Seminar	1(0+1)
ABM 5211	Summer Internship/ Industrial Attachment	4(0+4)
Total (SEM-II)		23

SEM-III

Course No.	Course Title	Credit Hours
A. Major Courses		
ABM 5301	International Trade for Agricultural Products	2(2+0)
B. Supporting Courses		
ABM 5302	Strategic Management for Agri Business Enterprises	2(2+0)
C. Minor Courses		
ABM 5303	Food Technology and Processing Management	3(3+0)
ABM 5304	Rural Marketing	3(3+0)
ABM 5305	Fertiliser Technology and Management	3(3+0)
ABM 5306	Management of Agro-Chemical Industry	3(3+0)
ABM 5307	Seed Production Technology Management	3(3+0)
ABM 5308	Technology Management for Livestock Products	3(3+0)
ABM 5309	Fruit Production & Post Harvest Management	3(3+0)
ABM 5310	Farm Power & Machinery Management	2(2+0)
ABM 5311	Food Retail Management	2(2+0)
ABM 5312	Management of Agricultural Input Marketing	2(2+0)
ABM 5313	Feed Business Management	2(2+0)
ABM 5314	Management of Veterinary Hospitals	2(2+0)
ABM 5315	Poultry and Hatchery Management	2(2+0)
ABM 5316	Management of Floriculture and Landscaping	2(2+0)
ABM 5317	Risk Management in Agri Business	2(2+0)
ABM 5318	Management of Agri-Business Co-Operatives	2(2+0)
ABM 5319	Business Analytics for Agriculture	2(1+1)
ABM 5320	Dairy Business Management	1(1+0)
ABM 5321	Agri Extension Management	1(1+0)
ABM 5322	Renewable Energy Sources Management	1(1+0)
ABM 5323	Quality Management for Agri Business	1(1+0)
ABM 5324	Advertising And Brand Management	1(1+0)
ABM 5325	Agri Infrastructure and Warehousing Management	1(1+0)

ABM 5326	Contract Farming	1(1+0)
ABM 5327	Human Resource Competence and Capacity Building Systems	1(1+0)
ABM 5328	Agri Commodity Markets and Futures Trading	1(1+0)
Minimum 4 courses and 8 credit hours		8
D. Basic Courses Mandatory for Summer Internship/Project		
ABM 5329	Project Management and Agri Business Entrepreneurship	3(2+1)
ABM 5330	Agri Business Laws and Ethics	2(2+0)
Total (SEM-III)		17

SEM-IV

Course No.	Course Title	Credit Hours
ABM 5401	Project Work	10
Total (SEM-IV)		10

SUMMARY

Courses	Number	Credit
Major courses	9	20
Minor Courses	04-08	08
Supporting Courses	3	06
Common Courses	3	05
Seminar	1	01
Thesis/ Research		30
a. Summer Internship (6 credits for preparatory courses + 4 for internship)	2+1	10
b. Research (10 credits for preparatory Courses + 10 Project work)	4+1	20
Total Credits	28-32	70

Note:

Summer Project Work: Project work will be assigned by the company guide allotted to the students. Project report will be prepared and submitted under the supervision of the company guide and faculty guide and will be evaluated by faculty members at the time of oral presentation and report submission. This evaluation will carry weightage of 50 marks for presentation, 30 marks for the feedback from the company guide and 20 marks for report.

Project Work: Project work will be approved by Advisory committee and student will work under the guidance of Advisory committee. Students need to get their Plan of Project Work approved by the advisory committee. After completion of the project and necessary procedures, student need to appear for external evaluation.

Detailed Curriculum of MBA (Agri Business Management)

SEMESTER-I

Title: PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Code: ABM- 5101

Credit: 3+0

AIM OF THIS COURSE

Provide students with opportunities to understand a wide variety of topics related to business management, focusing on fundamental management principles and concepts that apply to agribusiness, traditional management skills, and new competencies needed to succeed in a fast-paced environment that demands ongoing innovations.

The course is organized as follows:

No	Blocks	Units
1	Basic Concepts of Management	1. Introduction to Management
		2. Planning, Organising, Directing and Controlling
2	Insights about Organisational Behaviour	1. Foundations of Individual behaviour
		2. Group Dynamics
3	Organisational Dynamics	1. Understanding and managing organisational Culture
		2. Concept of Organisational Development

LEARNING OUTCOMES

After successful completion of this course, the students are expected to be able to:

- Understand the basic concepts of management and organizational behaviour
- Develop a overall view about the various management functions, managerial skills and approaches
- Get insights about the fundamentals of individual and group behavior in the organisational setting
- Analyse the organisational level challenges in managing the resources optimally

BLOCK 1: BASIC CONCEPTS OF MANAGEMENT

UNIT-I: Introduction to Management: Nature, Scope and Significance of Management, Evolution of Management Thought, Approaches to Management, functions and skills of a manager

UNIT- II: Management functions: Planning - Types, Steps, Objective, Process, Strategies, Policies, MBO, Organizing – Structure & Process, Line, Staff, Authority & Responsibility, Staffing – Recruitment and Selection, Directing – Training, Communication & Motivation, Controlling- Significance, Process, Techniques, Standards & Benchmarks, Management Audit

BLOCK 2: INSIGHTS ABOUT ORGANIZATIONAL BEHAVIOR

UNIT III: Nature, Scope and Significance of Organizational Behavior; Foundations of Individual behaviour – Emotions, Personality, Values, Attitudes, Perception, Learning and individual decision making, Motivation- Types of motivation, theories of motivation, motivational practices at workplace, managing stress and work life balance,

UNIT IV: Group dynamics- types of groups, group formation, Group decision making, teambuilding and developing collaboration, leadership styles and influence process; leadership theories, leadership styles and effective leader

BLOCK 3: ORGANISATIONAL DYNAMICS

UNIT V: Understanding and managing organisational culture, power and political behavior in organisations, conflict Management, negotiation, managing organizational change, concept of organisational development

TEACHING METHODS/ACTIVITIES

- Interactive Lectures
- Assignment (Reading/Writing)
- Student presentations
- Case study related to basics of management and organizational behaviour

SUGGESTED READINGS:

- Stephen P. Robbins, Mary Coulter & Neharika Vohra. 2010. *Management*. Pearson Edu.
- Heinz Weihrich, Mark V. Cannice & Harold Koontz. 2015, *Management, A Global, Innovative and Entrepreneurial Perspective*, 14th Edition, McGraw Hill Education Pvt Ltd.
- James G. Beierlein, Kenneth C. Schneeberger, Donald D. Osburn. 2014. *Principles of Agribusiness Management*. Fifth edition. Waveland Press
- Neck, C. P., Houghton, J.D. and Murray E.L., 2017, *Organizational behavior*, Sage Publication India Private Limited.
- Greenberg, J., 2013, *Behavior in Organisations*, PHI Learning Private Limited, New Delhi.
- John A. Wagner III, J. A. and Hollenbeck, J. R., 2015, *Organizational Behaviour*, Routledge Taylor & Francis Group, New York.
- Harold Koontz & Keing Weighhrrich. 2010. *Essentials of Management*. Tata McGraw Hill

Title: MANAGERIAL ACCOUNTING AND CONTROL

Course Code: ABM- 5102

Credit: 3 (2+1)

AIM OF THIS COURSE

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

No	Blocks	Units
1	Financial Accounting	1. Introduction to financial accounting
		2. Accounting standards
		3. Double Entry system
		4. Use of accounting softwares
2	Managerial Accounting	1. Meaning of Managerial accounting
		2. Analysis of financial statements
		3. Cash flow and fund flow analysis
3	Cost Accounting	1. Introduction to cost accounting
		2. Standard costing
		3. Variance Analysis
		4. Budget and budgetary control

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Develop a clear understanding about the concepts of financial and managerial accounting
- Understand the basics of cost accounting through various tools and techniques available
- Get a insight about the budget and budgetary control methods

BLOCK 1: FINANCIAL ACCOUNTING

UNIT I: Financial Accounting- Meaning, Need, Accounting principles: Accounting Concepts and Conventions; Branches of Accounting, Users of Accounting information, Advantages and Limitations of Financial Accounting, Accounting Standards

UNIT II: The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account Profit and Loss Account, Balance Sheet, entries and adjustments of different heads in different Books and Accounts, Introduction of Company Accounts, Use of Accounting Software

BLOCK 2: MANAGERIAL ACCOUNTING

UNIT III: Management Accounting-Meaning, Functions, Scope, Utility, Limitations and Tools of Management Accounting, Analysis of Financial Statements- Ratio, time series, common size and Du Pont Analysis, Comparative and Common Size Statements, Cash Flow and Fund Flow Analysis

BLOCK 3: COST ACCOUNTING

UNIT IV: Cost Accounting–Nature, Course, Significance of Cost Accounting; Classification of Cost, Costing for Material; Labour and overheads; Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations; Standard Costing – Its Meaning, Uses and Limitations, Determination of Standard Cost, Variance Analysis- Material, Labour and Overhead.

UNIT V: Budget and Budgetary Control- Meaning, Uses and Limitations, Budgeting and Profit planning, Different Types of Budgets and their Preparations: Sales Budget, Purchase Budget, Production Budget, Cash Budget, Flexible Budget, Master Budget, Zero Based Budgeting. Mergers and Acquisition, Tax System- GST

TEACHING METHODS/ ACTIVITIES

- Lecture
- Case studies for making the participants get a clear idea about the real life budgeting and accounting practices
- Live project in the firms finance departments for getting the first hand experience

SUGGESTED READINGS

- S P Jain and K L Narang ,2014. *Financial Accounting*. 12th Edition. Kalyani publisher
- Sharma and Gupta, 2018. *Management Accounting* 13th Edition, Kalyani Publisher
- Maheshwari SN & Maheshwari SK. 2018. *Financial Accounting*. 6th Ed. Vikas Publ. House.

Title: APPLIED AGRIBUSINESS ECONOMICS

Course Code: ABM- 5103

Credit: 2+0

AIM OF THIS COURSE

This course applies basic economic tools and models to problems involving supply, demand, individual consumer and firm behavior, and market structure. Basic market structure models covered include perfect competition, monopolistic competition, oligopoly, and monopoly. Economic tools and models are related to business strategies throughout the course.

The course is organized as follows:

No	Blocks	Units
1	Overview of Managerial Economics	1. Basic managerial economics principles
		2. Mathematical concepts used in managerial Economics
		3. Introduction to behavioral economics
2	Production, cost and supply analysis	1. Production Function
		2. Cost Concepts

		3. Determinants of price
3	Macroeconomics	1. The national income
		2. Flow of money in the market and economy
		3. Business decisions under certain and uncertain Situations

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the concepts of managerial economics and its implications on the agri business environment
- Develop a clearer overview on the macroeconomic environment that exists for a agri business enterprise to understand and adapt for optimizing the output

BLOCK 1: OVERVIEW OF MANAGERIAL ECONOMICS

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

UNIT II: Indifference curves and budget sets - Demand analysis - meaning, types and determinants of demand; demand function; demand elasticity; demand forecasting-need and techniques.

BLOCK 2: PRODUCTION, COST AND SUPPLY ANALYSIS

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

UNIT IV: Pricing-determinants of price - pricing under different market structures, pricing of joint products, pricing methods in practice, government policies and pricing. Price discrimination (First, Second and Third level)

BLOCK 3: MACROECONOMICS

UNIT V: The national income; circular flow of income: consumption, investment and saving; money-functions, factors influencing demand for money & supply of money; inflation; economic growth; business cycles and business policies; business decisions under certain and uncertain situations

TEACHING METHODS/ ACTIVITIES

- Interactive Lectures
- Assignment (Reading and Writing)
- Cases on recent developments in economic environment
- Live projects to understand the principles of economics for an organisation
- Group analysis of newspapers covering national level economic trends

SUGGESTED READINGS

- Dwivedi DN. 2015. *Managerial Economics*. 8th Edition, Vikash Publishing
- Gupta GS. 2015. *Managerial Economics*. Tata McGraw Hill
- Savatore D.Srivastav R. 2012. *Managerial Economics*. 7th Edition, Oxford University Press
- Suma Damodaran. 2010. *Managerial Economics*. Oxford

Title: AGRICULTURAL AND FOOD MARKETING MANAGEMENT- I

Course Code: ABM- 5104

Credit: 2 (2+0)

AIM OF THE COURSE

To develop the understanding the concept of marketing system with specific inputs of product, pricing, availability and promotional details.

The course is organized as follows:

No	Blocks	Units
1	Overview of Marketing Management	1. Marketing concept
		2. Developing the product mix
		3. Branding decisions
		4. Packaging technology
2	Pricing decisions	1. Pricing Objectives
		2. Types of pricing
3	Channel Management And Physical Distribution	1. Distribution channels
		2. Warehouse management, Inventory management,
		3. Transport management
4	Marketing Communications	1. Marketing communications mix
		2. Digital Marketing, Mobile Marketing, Social Marketing and Social Media Marketing
		3. Marketing efficiency and effectiveness,

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the basics of marketing with specific emphasis on managing the product details
- Get detailed insight on the pricing techniques and managing the demand and supply relationship profitably
- Develop the understanding about the marketing channels and intermediaries involved
- Understand the promotional strategies and communication development tools and methods

BLOCK 1: OVERVIEW OF MARKETING MANAGEMENT

UNIT 1

Introduction and Concept/ philosophies of Marketing Management; Product Management: The product, The product mix, Product line extensions, Product line deletions, Branding products, The advantages and disadvantages of branding, Branding decisions Brand loyalty models, Homogenous first-order Markov models, Higher-order Markov models Packaging, The functions of packaging, Packaging technology, Recent developments in packaging

BLOCK 2: PRICING DECISIONS

UNIT 2

Pricing objectives, The laws of supply and demand, Elasticity of demand Cross-price elasticity of demand, Practical problems of price theory, Cost - revenue - supply relationships, The meaning of price to consumers, Price as an indicator of quality, Pricing strategies, Cost-plus methods of price determination, Breakeven analysis, Market-oriented pricing, Psychological pricing, Geographical pricing, Administered pricing

BLOCK 3: CHANNEL MANAGEMENT AND PHYSICAL DISTRIBUTION

UNIT 3

Channel decisions in relation to marketing strategy, The value of middlemen, Key decisions in channel management, Types of distribution system, Marketing to middlemen, Power and conflict in distribution channels, Physical distribution, Customer service levels, Developing a customer service policy, The total distribution concept, Warehouse management, Inventory management, Calculating the economic order quantity, Transport management, Technological advances in physical distribution, Vehicle scheduling and routing, Fixed and variable routing systems, Vehicle scheduling tools, Vehicle scheduling models, Computer-based vehicle scheduling

BLOCK 4: MARKETING COMMUNICATIONS

UNIT 4

The nature of marketing communications, Setting marketing communication objectives, Factors influencing the communications mix, The marketing communications mix, Advertising, Sales promotion, Public relations, Personal selling, Digital Marketing, Mobile Marketing, Social Marketing and Social Media Marketing, Training the sales force, Change agents, Selecting the media, Establishing the promotional budget, Monitoring the effectiveness of marketing communications

UNIT 5

Marketing Costs and Margins: Assessing the performance of a marketing system, Marketing efficiency and effectiveness, Operational efficiency, Pricing efficiency, Identifying marketing costs and margins, The reference products concept, Handling costs, Packaging costs, Transport costs, Storage costs, Processing costs, Capital costs

TEACHING METHODS/ ACTIVITIES

- Lectures
- Cases studies from recent marketing trends from the agri and food organisations
- Assignments (Group/ Individual)
- Live project based upon marketing practices adopted by various organizations
- Group discussions on contemporary marketing practices

SUGGESTED READINGS

- Kotler P. Keller K, Koshy A. & Jha M. 2013. *Marketing Management–Analysis, Planning, Implementation and Control*. Pearson Education.
- Ramaswamy V S 2017. *Marketing Management: A Strategic Decision Making Approach* McGraw Hill Education
- Saxena R. 2009. *Marketing Management*. Mc Graw Hill. 4th Edition
- William Perreault Jr., McCarthy E. Jerome., 2006, *Basic Marketing: A Global Marketing Approach*, Tata McGraw Hill
- Richard Gay, Alan Charlesworth, Rita Esen 2014, *Online Marketing*, Oxford University Press
- Mohammed, Fisher, Jaworski and Cahill: *Internet Marketing – Building Advantage in a networked economy* Tata McGraw-Hill
- Strauss J. and Frost R. 2013. *E-Marketing*, Prentice-Hall
- Roberts M. 2018. *Internet Marketing*, Cengage Learning
- Vassos: *Strategic Internet Marketing – Practical e-commerce and branding Tactics*, Que Books
- Chaffey, Meyer, Johnston and Ellis – Chadwick. 2009. *Internet Marketing*, Prentice-Hall/Financial Times

Title: INTELLECTUAL PROPERTY AND ITS MANAGEMENT IN AGRICULTURE

Course Code: ABM 5105

CREDIT: 1=1+0

Objective

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

Theory

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

Agriculture; Licensing of technologies, Material transfer agreements, Research collaboration Agreement, License Agreement.

SUGGESTED READINGS

- Erbis FH and Maredia K. 1998. Intellectual Property Rights in Agricultural Biotechnology. CABI.
 - Ganguli P. 2001. Intellectual Property Rights: Unleashing Knowledge Economy. McGraw-Hill.
 - Intellectual Property Rights: Key to New Wealth Generation. 2001. NRDC and Aesthetic Technologies.
 - Ministry of Agriculture, Government of India. 2004. State of Indian Farmer. Vol. V. Technology Generation and IPR Issues. Academic Foundation.
 - Rothschild M and Scott N. (Ed.). 2003. Intellectual Property Rights in Animal Breeding and Genetics. CABI.
 - Saha R. (Ed.). 2006. Intellectual Property Rights in NAM and Other Developing Countries: A Compendium on Law and Policies. Daya Publ. House.
- The Indian Acts - Patents Act, 1970 and amendments; Design Act, 2000; Trademarks Act, 1999; The Copyright Act, 1957 and amendments; Layout Design Act, 2000; PPV and FR Act 2001, and Rules 2003; The Biological Diversity Act, 2002.

Title: COMMUNICATION FOR MANAGEMENT AND AGRI BUSINESS

Course Code: ABM- 5106

Credit: 3 (2+1)

AIM OF THE COURSE

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

The course is organized as follows:

No	Blocks	Units
1	Introduction to Business Communication	1. Communication process, barriers and methods
		2. Types of business communication
		3. Developing listening skills
		4. Non verbal communication
2	Reading and writing skills	1. Reading Comprehension and techniques
		2. Business writing skills
		3. Messages for electronic media
3	Oral and visual communication Technical writing skills	1. Oral presentation skills
		2. Public speaking skills

4	Team and Interpersonal communication	1. Effective Interpersonal Communication
		2. Business etiquettes
		3. Problem solving skills
		4. Case method of learning

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the concepts of business communication
- Practice listening, reading writing and presentation skills
- Develop clarity about the method of handling team and interpersonal communication effectively

BLOCK 1: INTRODUCTION TO BUSINESS COMMUNICATION

UNIT I: Communication process, barriers to communication, methods of communication, effective communication, assertive communication, types of organisational communication. Listening skills, active listening, barriers to effective listening, Non Verbal Communication

BLOCK 2: READING AND WRITING SKILLS

UNIT II: Reading comprehension and techniques, rules of good writing, business letter writing, e-mail writing, crafting messages for electronic media, social media, business blogs, podcasts, employment messages

BLOCK 3: ORAL, VISUAL COMMUNICATION AND TECHNICAL WRITING

UNIT III: Visual presentation, oral presentation skills, conducting business meetings, brainstorming sessions and presentations, public speaking skills, Communicating across cultures, Various forms of scientific writings, theses, technical papers, reviews, manuals, research work, various parts of thesis and research communication Title page, authorship, contents, preface, introduction, review of literature, material and methods, experimental results and discussion, Technical Writing Style and Editing, Writing Introductions & Conclusions, Editing and Proof reading, Writing a review article and book summary

BLOCK 4: TEAM AND INTERPERSONAL COMMUNICATION

UNIT IV: Developing interpersonal skills (transactional analysis), Business Etiquettes, essentials of business conversations. Business meeting agenda and minutes, circulars and sales letters, notices, overview of business proposals

UNIT V: Developing self awareness (Johari Window), solving problems analytically and creatively, introduction to case method of learning, case reading, approaches and analysis

TEACHING METHODS/ ACTIVITIES

- Interactive sessions to make the participants practice communication skills
- Group and individual presentations followed by feedback

- Live projects to study the challenges faced in the organisational communication setup
- Make the participants practice communicating on social media platforms to write blogs, make and upload videos
- Self awareness assessment based questionnaires
- Case studies to develop interest and understanding of solving real life situation analytically and creatively

SUGGESTED READINGS:

- Peter W. Cardon. 2015, *Business Communication, Developing leaders for a networked world* Mc Graw Hill Education
- P. D Chaturvedi & Mukesh Chaturvedi. 2017, *Business Communication, Skills, Concepts, Cases and Applications*, Pearson India Education
- Courtland L. Bovee, John V. Thill & Abha Chatterjee 2013, *Business Communication Today*, Pearson Education, Tenth Edition

Title: RESEARCH METHODOLOGY FOR AGRI BUSINESS MANAGEMENT

Course Code: ABM- 5107

Credit: 3 (2+1)

AIM OF THE COURSE

To develop an understanding of research methodology related to efficient agri business management

The course is organized as follows:

No	Blocks	Units
1	Overview of research	1. Research methodology in management
		2. Scales of measurement
		3. Questionnaire designing
2	Use of softwares for statistical analysis	1. Multivariate statistical analysis
		2. Evaluation metrics
		3. Forecasting Techniques
3	Data science in agriculture	1. Introduction to data science in agriculture
		2. Overview of deep learning and machine learning
		3. Concept of cloud machine learning

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand research methodology concepts along with its application in marketing research

- Develop insights about the statistical analysis tools and techniques for better research outcomes
- Understand the concept of and usage of data science, big data analysis for agriculture

BLOCK 1: OVERVIEW OF RESEARCH

UNIT I: Meaning, Course Objective, types, and process of research; research methodology in management- exploratory, descriptive, experimental, diagnostic, Problem formulation, setting of Course Objective, formulation of hypotheses, models, types of models, process of modeling.

UNIT II: Scales of measurement - nominal, ordinal, interval, ratio, Likert scale and other scales; Primary and secondary data, sources of data, Questionnaire Designing, instruments of data collection, data editing, classification, coding, validation, tabulation, presentation, analysis, development process of scale, identification of variables, variable measurement, variable standardization and dummy variables.

BLOCK 2: USE OF SOFTWARES FOR STATISTICAL ANALYSIS

UNIT III: introduction to multivariate statistical analysis techniques, Multivariate linear regression models, principal component analysis, linear discriminant analysis, factor analysis, evaluation matrices and model diagnostics for regression models.

UNIT IV: Logistic regression, decision trees, cluster analysis, random forest, GARCH, CARTmodels, support vector machines, Forecasting techniques (AR, MA, ARMA and ARIMA models)

BLOCK 3: INTRODUCTION TO DATA SCIENCE

UNIT V: Definition, scope and importance, machine learning, types of machine learning, linear and nonlinear models in machine learning, introduction to deep learning, basic differences in machine learning and deep learning, concept of cloud machine learning, Big data analysis.

TEACHING METHODS/ ACTIVITIES

- Interactive lectures
- Group assignments
- Presentations
- Live projects for marketing research problems
- Case study on application of marketing research tools

SUGGESTED READINGS

- Cooper DR & Schindler PS. 2006. *Marketing Research Concepts and Cases*. TMH
- Ranjit Kumar. 2014. *Research Methodology*, Sage publications, 4th Edition
- Glenn J.C. 2010. *Hand book of Research Methods*. OXFORD.
- Kothari CR. 2018. *Research Methodology- Methods and Techniques*. New Age International Publishers; Fourth edition

Title: COMPUTER APPLICATIONS FOR AGRI BUSINESS**Course Code: ABM- 5108****Credit: 3 (2+1)****AIM OF THE COURSE**

The course aims to instill the significance of computer applications in the organizations and handling recent trends in information technology and system for improved decision making

The course is organized as follows:

No	Blocks	Units
1	Basics of computers	1. Concept of computers
		2. System and application softwares
		3. Data base management system
2	Business value of internet	1. Cloud computing
		2. Cyber security and ethical challenges
3	Management Information System	1. Concept of MIS
		2. Introduction to Artificial Intelligence
		3. E- commerce agri business trends

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the fundamentals of computers
- Get a clearer idea about the application of Information technology in agri business management
- Use of e commerce, artificial intelligence and MIS for improved decision making in management

BLOCK 1: BASICS OF COMPUTERS

UNIT I: Concept of Computers- Brief History of Computers, Generation and Its Evolution, Characteristics of Computers, Main Areas of Computers and their Applications; Classification of Computers, Input-Output Devices, Memory Types (Cache, RAM, ROM), Memory Units,

UNIT-II: System Software and Application Software, Open source software, introduction to computer languages, Introduction to Operating Systems – Functions, Features and Types., MS Windows and LINUX. Data Base Management System, MS Office (MS Word, MS Power Point, MS Excel, MS-Access and use of various management software Like SPSS, SAS etc.

BLOCK 2: BUSINESS VALUE OF INTERNET

UNIT III: The business value of internet, Intranet, extranet and Internet, Introduction to Web

page design using HTML, Cloud Computing, Security and ethical challenges: Computer crime –
Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property.
Health and Social Issues, Ergonomics and cyber terrorism

BLOCK 3: MANAGEMENT INFORMATION SYSTEM

UNIT IV: The concept of MIS–Definition, importance, Course Objective, pre-requisites, advantages and challenges; Information Needs of organization, MIS and Decision – Making. Types/Classification of Information System for organizations; Introduction to Artificial Intelligence (AI), Neural Networks, Fuzzy logical control systems

UNIT V: e business/ e commerce: e business models, e commerce processes, electronic payment systems, e- commerce trends with special reference to agri business. Applications of MIS in the areas of Human Resource Management, Financial Management, Production/Operations Management, Materials Management, Marketing Management.

TEACHING METHODS/ ACTIVITIES

- Lectures
- Practicals
- Live project
- Assignments
- Presentations

SUGGESTED READINGS:

- Kenneth C. Laudon & Jane P. Laudon. 2016, *Management Information Systems- Managing the digital Firm*, 14th Edition, Pearson India
- Volonino, Woods, O/P. Wali Turban. 2015, *Information Technology for Management, Advancing Sustainable, Profitable Business Growth*, Wiley
- Jaiswal M. Mittal M. 2005. *Management Information System*, OXFORD

SEMESTER- II

Title: HUMAN RESOURCE MANAGEMENT FOR AGRICULTURAL ORGANISATIONS

Course Code: ABM- 5201

Credit: 2 (2+0)

AIM OF THE COURSE

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

The course is organized as follows:

No	Blocks	Units
1	Overview of Human Resource Management	1. Meaning and scope of Human Resource Management
		2. Human Resource Planning
		3. Recruitment, Selection and Training
		4. Performance Appraisal
		5. Compensation Management
2	Industrial Relations	1. Trade Union
		2. Grievance Management
		3. Health and Safety of HR
3	Ethical and Global issues in HRM	1. Global HRM
		2. HR Metrics, HRIS and workplace analytics

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the basic concept of HRM and SHRM
- Develop an insight into important human resource management functions like job analysis, job planning, recruitment, selection, performance appraisal, training, development, compensation management etc with major reference to the agri based organisations
- Get a clearer view about the status of employee – employer relationship in Indian agri enterprises and global agri based organizations
- Understand the ethical and recent trends in managing human resource effectively

BLOCK 1: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

UNIT I: Strategic Human Resource Management, Human Resource Planning-Nature and Significance, Job Analysis and talent management process, Job Description, job Specification, Job enlargement, Job enrichment, Job rotation

UNIT II: Recruitment and Selection Process, Induction, Training and Human Resource Development-Nature, Significance, Process and Techniques, e- recruitment, use of Big Data for recruitment, use of Artificial Intelligence and machine learning tools in recruitment practices Career planning and Development Internal mobility including Transfers, Promotions, employee separation.

UNIT III: Performance Appraisal–Significance and methods, Compensation management, Strategic pay plans, Job Evaluation, Wage and Salary Administration ; Wage Fixation; Fringe Benefits, Incentive Payment, bonus, and Profit Sharing

BLOCK 2: INDUSTRIAL RELATIONS

UNIT IV: Role and Status of Trade Unions; Collective Bargaining; Worker's Participation in Management, employee retention. Quality of work life, employee welfare measure, work life

balance, Disputes and Grievance Handling Procedures; Arbitration and Adjudication; Health and Safety of Human Resources;

BLOCK 3: ETHICAL AND GLOBAL ISSUES IN HRM

UNIT V: Ethical issues in HRM, Managing Global Human Resources, Managing Human Resources in Small and Entrepreneurial firms, Human Resources accounting, Human Resources outsourcing. HR Information System, Human Resource Metrics and Workforce Analytics, Future trends in workforce technologies.

TEACHING METHODS/ ACTIVITIES

- Lectures
- Videos showing trends and practices of innovative human resource management
- Live project for understanding the application of concepts in the real life situation
- Interaction with the HR managers of the agri based organisations to understand the intricacies involved in the managing the human resource
- Group tasks to study the policy framework and regulatory environment that exists in India and globally to manage human resource

SUGGESTED READINGS

- Gary Dessler & Biju Varkkey 2016, *Human Resource Management*, XIV Edition, Pearson India
- VSP Rao. 2010, *Human Resource Management, Text and Cases*, 3rd Edition, Excel Books
- Ashwathapa K. 2016. *Human Resource Management, Text and Cases*. Tata McGraw Hill
- Michael J. Kavanagh, Mohan Thite & Richard D. Johnson. 2016, *Human Resource Information Systems*, Sage Publications
- Subba Rao P. 2004. *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publ. House.

Title: PRODUCTION AND OPERATIONS MANAGEMENT

Course Code: ABM- 5202

Credit: 2 (2+0)

AIM OF THE COURSE

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

The course is organized as follows:

No	Blocks	Units
1	Introduction to Production and Operations Management	1. Concept and scope of production and operations management
		2. Operations strategy
		3. Productivity variables and measurement

2	Inventory management	1. Determination of material requirement
		2. Industrial safety
		3. Cloud operations management
3	Overview of Quality Management	1. Statistical process control
		2. Re engineering and Value engineering

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the basic concepts of production and operations management including manufacturing systems, layout planning and analysis
- Develop a understanding about the operations strategy, productivity variables, and their measurement along with product design and development
- Get an insight about fundamentals of inventory management, safety management, quality assurance practices and techniques with major emphasis on agri and food based industries

BLOCK 1: INTRODUCTION TO PRODUCTION AND OPERATIONS MANAGEMENT

UNIT I: Nature Concept and Scope of Production and Operations Management; Factors Affecting System; Facility location, Types of Manufacturing Systems and Layouts, Process Selection and Facility Layout, Layout Planning and Analysis, Forecasting

UNIT II: Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy.

UNIT III: Productivity Variables and Productivity Measurement, Production Planning and Control, Mass Production, Batch Production, Job Order Manufacturing, Product Selection, Product Design and Development, Process Selection, Capacity planning.

BLOCK 2: INVENTORY MANAGEMENT

UNIT IV: An Overview of Inventory Management Fundamentals, Determination of Material Requirement, Safety Management Scheduling, Maintenance Management Concepts, Work Study, Method Study, Work Measurement, Work Sampling, Work Environment, Production Planning and Control (PPC) Industrial Safety, human-machine interface, types of interface designs. Cloud operations management

BLOCK 3: QUALITY MANAGEMENT

UNIT V: Quality Assurance, Accepting Sampling, Statistical Process Control, Total Quality Management, ISO standards and their Importance, Introduction to re-engineering, value engineering, check sheets, Pareto charts, Ishikawa charts, JIT Pre-requisites for implementation Six Sigma, Lean Management, Reliability Engineering, Safety Engineering, Fault Tree Analysis.

TEACHING METHODS/ACTIVITIES

- Interactive sessions
- Live projects
- Assignments (reading and writing)
- Presentations of quality management practices by leading agri and food organizations

SUGGESTED READINGS

- William J. Stevenson. 2014, *Operations Management*, 12th Edition, McGraw-Hill
- Panneerselvam K. 2012. *Production and Operations Management* 3rd Edition, Prentice Hall India Learning Private Limited
- S. N Chary, 2017, *Production and Operations Management*, McGraw Hill Education; 5 edition

Title: AGRICULTURAL AND FOOD MARKETING MANAGEMENT- II

Course Code: ABM- 5203

Credit: 2 (2+0)

AIM OF THE COURSE:

To develop learning about the basic concept of marketing with major emphasis on agri and food marketing by equipping the students with the understanding of ecosystem in which the agri organization functions to meet the requirements of the customer profitably

The course is organized as follows:

No	Blocks	Units
1	Agricultural And Food Marketing	1. Marketing concept and marketing systems
		2. Market Liberalisation
2	Marketing Strategy, Planning And Control	1. Marketing planning
		2. New Product Development:
3	Commodity Marketing	1. Grain marketing,
		2. Livestock and meat marketing,
		3. Poultry and eggs marketing, marketing of fresh Milk

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the agricultural and food marketing concepts and systems

- Get an insight about the marketing planning and strategies for developing products for meeting the specific needs of the final customers
- Develop a clear view about the commodity marketing practices in India and in International markets

BLOCK 1: AGRICULTURAL AND FOOD MARKETING

UNIT 1

The importance of agricultural and food marketing to developing countries, the marketing concept and marketing systems, Marketing sub-systems

Marketing functions, Links between agriculture and the food industry, Agricultural and food marketing enterprises, Marketing boards in developing countries, Co-operatives in the agriculture and food sectors, Control and management of secondary co-operatives, The weaknesses of co-operatives, Selling arrangements between co-operatives and their members

UNIT 2

Market Liberalisation: Economic structural adjustment programmes, Macro-economic stabilisation, The role of the state in liberalised markets, Strategies for reforming agricultural marketing, Obstacles to be overcome in commercialisation and Privatisation of agricultural marketing, Dealing with accumulated deficits, Encouraging private sector involvement in agricultural marketing, Impediments to private sector participation in agricultural markets, impact of the macro-economic environment on private traders, Government action to improve private sector performance

BLOCK 2: MARKETING STRATEGY, PLANNING AND CONTROL

UNIT 3

Marketing Strategy, Planning And Control: Strategy, policy and planning, Strategic business units, The need for marketing planning, The process of marketing planning, Contents of the marketing plan, Monitoring, evaluating and controlling the marketing planning, Marketing controls, Marketing plan control, Efficiency control

UNIT 4

New Product Development: The impetus to innovation, New product development process The adoption process, The effect of products characteristics on the rate of adoption, Buyer behavior: The influences on buyer behaviour, Exogenous influences on buyer behaviour Endogenous influences on buyer behaviour, The consumer buying decision process, Buyer behaviour and market segmentation, Lifestyle segmentation, Organisational markets Industrial markets, Industrial buyer characteristics

BLOCK 3: COMMODITY MARKETING

UNIT 5

Stages in a commodity marketing system, Grain marketing, Challenges for grain marketing systems, fruits and vegetables, Livestock and meat marketing, Poultry and eggs marketing, marketing of fresh milk

TEACHING METHODS/ ACTIVITIES

- Lectures
- Cases studies from recent marketing trends from the agri and food organisations
- Assignments (Group/ Individual)
- Live project based upon marketing practices adopted by various organizations
- Group discussions on contemporary marketing practices

SUGGESTED READINGS:

- Acharya, S. S. and Agarwal, N. L., 2011, Agricultural Marketing in India. 4th Ed. Oxford and IBH.
- Kohls, R. L. and Uhj, J. N., 2005, Marketing of Agricultural Products. 9th Ed. Prentice Hall.
- Mohan J, Agri-Marketing Strategies in India, NIPA
- Sharma Premjit. 2010. Agri-Marketing Management, Daya Publishing House

Title: AGRI SUPPLY CHAIN MANAGEMENT

Course Code: ABM- 5204

Credit: 2 (2+0)

AIM OF THE COURSE

To introduce the students to the concepts, processes and framework of agricultural supply chain management.

The course is organized as follows:

No	Blocks	Units
1	Overview of Supply Chain Management	1. Introduction to Agri Supply Chain Management
		2. Demand Management in Supply Chain
		3. Manufacturing Management
2	Procurement Management	1. Purchasing Cycle
		2. Material Requirement Planning
3	Logistics Management	1. Distribution Strategies and Management
		2. Warehouse Management
		3. IT application in ASCM

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the various elements involved in managing agri supply chain from farm to fork
- Relate well with the issues and challenges involved in managing and forecasting the demand of the products
- Develop insights on the techniques of procurement management and handling inventory
- Assess the importance of managing logistics along with adequate handling and packaging intricacies

- Get a overall clarity about the use of information technology to make the agri supply chain more efficient and rewarding

BLOCK 1: OVERVIEW OF SUPPLY CHAIN MANAGEMENT

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

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

BLOCK 2: PROCUREMENT MANAGEMENT IN AGRI. SUPPLY CHAIN

UNIT III: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI).

BLOCK 3: LOGISTICS MANAGEMENT

UNIT IV: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics (TPL/3PL); GPS Technology.

UNIT V: Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking. Case Studies on the following: (a) Green Supply Chains (b) Global Supply Chains (c) Coordination in a SC. Value of and distortion of information: Bullwhip effect (d) Sourcing and contracts in SC (e) Product availability with uncertain demand (f) Inventory planning with known /unknown demand (g) Cases from FAO/IFPRI etc.

TEACHING METHODS /ACTIVITIES

- Lectures
- Case study on the real life situations regarding the supply chain management practices
- Assignments (Group and individual)
- Live projects
- Newspaper analysis
- Presentations of best practices in the industry
- Videos and guest lectures by the eminent and successful organizations

SUGGESTED READINGS

- Acharya, S. S., and Agarwal, N. L., 2011, *Agricultural marketing in India*. Oxford and IBH.
- Altekhar, R. V., 2006, *Supply Chain Management: Concepts and Cases*. PHI

- Chopra, S., Meindl, P. and Kalra, D. V., 2016, *Supply chain management: Strategy, Planning, and Operation*, Pearson Education India
- Mohanty R.P. 2010. *Indian Case studies in Supply Chain Management & other Learning Resources*. OXFORD
- N. Chandrasekaran. 2010. *Supply Chain Management: Process, system & Practice*. OXFORD
- Singh Sukhpal. *Organic Produce Supply Chains in India-organisation and governance*. Allied Publ.

Title: OPERATIONS RESEARCH

Course Code: ABM- 5205

Credit: 2 (1+1)

AIM OF THE COURSE

To acquaint the students with the applications of important operations research techniques for better understanding to solve business problems.

The course is organized as follows:

No	Blocks	Units
1	Introduction to Linear Programming	1. Formulation of Linear Programming Problem
		2. Methods of solving linear programming problem
		3. Transportation and Assignment problems
2	Inventory control and waiting line models	1. Types of inventory and inventory costs
3	Decision making under risk and uncertainty	1. Decision problem
		2. Decision trees

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Knowledge and understanding about the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.
- Develop cognitive skills (thinking and analysis) to build and solve Transportation Models and Assignment Models

BLOCK 1: INTRODUCTION TO LINEAR PROGRAMMING

UNIT I: Linear Programming: Objective, Assumptions, Formulation of Linear Programming Problem, Data Envelopment Analysis, Graphic Method, Simplex method, Introduction to Dynamic Programming, Transportation and Assignment Problems.

BLOCK 2: INVENTORY CONTROL AND WAITING LINE MODELS

UNIT II: Inventory control Models: Costs Involved in Inventory Management, Types of Inventory, Economic Order Quantity (EOQ) Model, Continuous Review (Q) System, Periodic Review (P) System, and Hybrid System.

UNIT III: Waiting Line Models: Waiting Line Problem, Characteristics of a Waiting- Line System, Single- Channel Model, Multiple-Channel Model, Constant-Service Time Model, Finite Population Model, Sequencing and Replacement models.

BLOCK 3: DECISION MAKING UNDER RISK AND UNCERTAINTY

UNIT IV: Decision making under Risk and uncertainties, Decision problem, Maximax Criterion, Maximin Criterion, Minimax Regret Criterion, Laplace Criterion, Pay off Tables, Decision Trees, Expected Value of perfect Information, stochastic models, neural networks, Markov process.

UNIT V: Game Theory - Two -Person Zero-Sum Game, Simulation, Network analysis– PERT& CPM. Financial Engineering

SUGGESTED READINGS

- Taha HA. 2007. *Operations Research - An Introduction*. Prentice Hall.
- Vohra ND. 2017. *Quantitative Techniques in Management*. 5th Edition McGraw Hill.
- Wagner HM. 2005. *Principles of Operation Research*. Prentice Hall.

Title: FINANCIAL MANAGEMENT IN AGRI BUSINESS

Course Code: ABM- 5206

Credit: 2 (1+1)

AIM OF THE COURSE

To impart trainings to the students regarding various aspects of sources of financing agribusiness.

The course is organized as follows:

No	Blocks	Units
1	Financial management in India	1. Agribusiness Financing in India
		2. Risk and return concept & analysis
		3. Money and Capital Markets
		4. International financial management
2	Capital budgeting	1. Techniques of capital budgeting decision
		2. Cost of Capital
		3. Sources of Long and Short term finance
3	Current assets Management	1. Management of Working Capital
		2. Perspectives and operational aspects of Micro Finance

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the financial management practices in India

- Know about the concepts capital budgeting and cost of capital
- Understand the major sources of financing in India and their implications for a agri-based organization

BLOCK 1: FINANCIAL MANAGEMENT IN INDIA

UNIT I: Meaning, importance, nature and scope of financing in India, agribusiness financing in India; classification and credit need in changing agriculture scenario; finance functions, investment financing, Risk and return concept & analysis

UNIT –II: Business Financing System in India, Money and Capital Markets, Regional and All -India Financial Institutions; venture capital financing and its stages, International financial management.

BLOCK 2: CAPITAL BUDGETING

UNIT III: Features, types and Techniques of capital budgeting decision. Cost of Capital, Leverage analysis, Capital structure. Theory and Policy, Sources of Long and Short term finance, Dividend Theory, Dividend Policy.

BLOCK 3: CURRENT ASSETS MANAGEMENT;

UNIT IV: Management of Working Capital, Management of Receivables, Management of cash; Cash budget, Management of collections and disbursement, Investment of Surplus cash.

UNIT V: Perspectives and operational aspects of Micro finance : Definition, Scope and importance of Micro Finance, Evolution of Micro Finance in India, Micro Finance credit lending models:- Association model, Community Banking model, Credit union model, Co-operative model, SHG model, Village Banking model.

TEACHING METHODS/ ACTIVITIES

- Lectures
- Live projects
- Assignments (Individual and Group)
- Presentations about the ethical practices of the firms in India
- News paper analysis about the contemporary issues

SUGGESTED READINGS

- Nelson AG & Murrey WG. 1988. *Agricultural Finance*. Kalyani Publ.
- Gordon and Natarajan. 2016. *Financial Markets and Services*. Himalaya Publishing House; Tenth Edition
- H R Machiraju. 2010. *Indian Financial System*. Vikas Publishing House
- IM Pandey. 2015. *Essentials of Financial Management*, Vikas Publishing House
- Khan & Jain. 2014. *Financial Management*. McGraw Higher Education
- Srivastav & Misra . 2010. *Financial Management*, Oxford University Press; Second edition
- G Sudarsana Reddy. 2010. *Financial Management*, Himalaya Publishing House

Title: TECHNICAL WRITING AND COMMUNICATIONS SKILLS**Course Code: 5207****Credit: (0+1)****Objective**

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

Practical (Technical Writing)

- Various forms of scientific writings- theses, technical papers, reviews, manuals, etc.;
- Various parts of thesis and research communications (title page, authorship contents page, preface, introduction, review of literature, material and methods, experimental results and discussion);
- Writing of abstracts, summaries, précis, citations, etc.;
- Commonly used abbreviations in the theses and research communications;
- Illustrations, photographs and drawings with suitable captions; pagination, numbering of tables and illustrations;
- Writing of numbers and dates in scientific write-ups;
- Editing and proof-reading;
- Writing of a review article;
- Communication Skills - Grammar (Tenses, parts of speech, clauses, punctuation marks);
- Error analysis (Common errors), Concord, Collocation, Phonetic symbols and transcription;
- Accentual pattern: Weak forms in connected speech;
- Participation in group discussion;
- Facing an interview;
- Presentation of scientific papers.

SUGGESTED READINGS

- Barnes and Noble. Robert C. (Ed.). 2005. Spoken English: Flourish Your Language.
- Chicago Manual of Style. 14th Ed. 1996. Prentice Hall of India.
- Collins' Cobuild English Dictionary. 1995.
- Harper Collins. Gordon HM and Walter JA. 1970. Technical Writing. 3rd Ed.
- Holt, Rinehart and Winston. Hornby AS. 2000. Comp. Oxford Advanced Learner's Dictionary of Current English. 6th Ed. Oxford University Press.
- James HS. 1994. Handbook for Technical Writing. NTC Business Books.
- Joseph G. 2000. MLA Handbook for Writers of Research Papers. 5th Ed. Affiliated East-West Press.
- Mohan K. 2005. Speaking English Effectively. MacMillan India.
- Richard WS. 1969. Technical Writing.
- Sethi J and Dhamija PV. 2004. Course in Phonetics and Spoken English. 2nd Ed. Prentice Hall of India.
- Wren PC and Martin H. 2006. High School English Grammar and Composition. S. Chand & Co.

Title: AGRICULTURAL RESEARCH, RESEARCH ETHICS AND RURAL DEVELOPMENT PROGRAMMES (2+0)

Course Code: 5208

Credit: 2 (2+0)

Objective

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

Theory

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

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

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

SUGGESTED READINGS

- Bhalla GS and Singh G. 2001. Indian Agriculture - Four Decades of Development. Sage Publ.
- Punia MS. Manual on International Research and Research Ethics. CCS Haryana Agricultural University, Hisar.
- Rao BSV. 2007. Rural Development Strategies and Role of Institutions - Issues, Innovations and Initiatives. Mittal Publ.
- Singh K. 1998. Rural Development - Principles, Policies and Management. Sage

Title: AGRIBUSINESS ENVIRONMENT & POLICY

Course Code: ABM- 5209

Credit: 2 (2+0)

AIM OF THE COURSE

To expose the students to the environment in which the agri-business is conducted.

The course is organized as follows:

No	Blocks	Units
1	Agribusiness in India	1. Agri business environment in India
		2. Major sub sectors of agri business in India
2	Economic reforms affecting agri business	1. Policies and regulations affecting agri business in India
		2. WTO Agreement on Agriculture and its Compliances
3	Emerging trends in agri Business	1. Reforms in agri output markets
		2. International trade in agri business
		3. Food safety and quality management

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Develop an understanding about the role and problems agriculture and agri business is playing in the Indian economy
- Critically evaluate the major economic reforms that have directly or indirectly affected agri business in India
- Understand the emerging trends and challenges in the field of agri business

BLOCK 1: AGRIBUSINESS IN INDIA

UNIT I: Role of agriculture in Indian economy; Problems of agriculture in India; Agribusiness–definition and nature, Structure of Agriculture and linkages among sub-sectors of the agribusiness.

BLOCK 2: ECONOMIC REFORMS AFFECTING AGRIBUSINESS

UNIT II: Economic reforms: liberalization, privatization and globalization specifically affecting Agri Business; WTO Agreement on Agriculture and its compliances; changes in policies and regulations related to the sub sectors of agribusiness and its impact on agribusiness in India.

BLOCK 3: EMERGING TRENDS IN AGRIBUSINESS

UNIT III: Emerging trends in farm supplies, farm production, agricultural finance, agroprocessing, international trade etc.; reforms in agri output markets: private markets, contract farming, futures trading in agri commodities and e-NAM etc., Pricing of agricultural outputs, public distribution system, imports and exports.

UNIT IV: Importance of food safety and quality management in agri business; Environmental issues and including carbon markets and Clean Development Management etc.

UNIT V: Other major issues: Intellectual property rights, importance of cooperative or collective actions in present scenario with examples of mergers and acquisitions, Farmers Producer Organisations etc

TEACHING METHODS /ACTIVITIES

- Lectures
- Role plays
- Case studies as group assignment
- Presentations
- Assignments
- Live projects

SUGGESTED READINGS

- FL Barnard, JT Akridge, FL Dooley, JC Foltz & EA Yeager. 2012, Agribusiness Management, Routledge, 4th Edition
- Aswathappa K. Essentials of Business Environment. Himalaya Publ.
- Francis Cherunilam 2003. Business Environment. Himalaya Publ.
- Kodekodi G.K. Viswanathan B. Agril. Development, Rural Institution & Economic Policy, OXFORD.

SEMESTER- III

Title: INTERNATIONAL TRADE IN AGRICULTURAL PRODUCTS

Course Code: ABM- 5301

Credit: 2 (2+0)

AIM OF THE COURSE

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

The course is organized as follows:

No	Blocks	Units
1	Introduction to International Trade	1. Basic concepts of International Trade
		2. WTO and its implications for Indian agri business Sector
		3. International trade restrictions and support systems
2	Regulations and policy measures for International trade	1. India's foreign trade policy framework
		2. market entry methods
		3. Export procedures & documentations

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the basic concepts of International trade with reference to WTO and International agreements on Agriculture
- Assess the practices of trade of agri business commodities
- Develop a clear understanding about the significant regulations and policy measures for International Trade

BLOCK 1: INTRODUCTION TO INTERNATIONAL TRADE

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

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

UNIT III: Importance of foreign trade for developing economy; absolute and comparative advantage, foreign trade of India. Cases on agri business commodity trade practices

BLOCK 2: REGULATIONS AND POLICY MEASURES FOR INTERNATIONAL TRADE

UNIT IV: India's balance of payments; inter regional Vs international trade; tariffs and trade control; exchange rate; the foreign trade multiplier.

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

TEACHING METHODS/ ACTIVITIES

- Lectures
- Cases on contemporary issues
- Group assignments
- Live projects
- Policy discussions
- Guest lectures
- Industrial visits to firms exporting agri commodities

SUGGESTED READINGS:

- Study materials by the Center for WTO Studies, ITPO, New Delhi, The Future of Indian Agriculture
- International Trade and Food Security, Edited by F Brouwer, LEI - Wageningen UR, The Netherlands, P K Joshi, IFPRI, India. 2016

Title: STRATEGIC MANAGEMENT FOR AGRI BUSINESS ENTERPRISES

Course Code: ABM- 5302

Credit: 2 (2+0)

AIM OF THE COURSE

The objective of this course is to provide students a strategic orientation in conduct of the business and to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation strategies in general and functional management areas.

The course is organized as follows:

No	Blocks	Units
1	Overview of Strategic Management	1. Strategic management process
		2. Environment scanning and industry analysis
		3. Value Chain Analysis
2	Strategy Formulation and Choice	1. Strategy formulation
		2. Types of strategies
		3. Strategic analysis tools and techniques
3	Strategy implementation and control	1. Strategy implementation and control
		2. Entrepreneurial ventures and small businesses

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Define the strategic management process and scanning of internal and external environment
- Get a clear picture about value chain analysis
- Understand the different types of strategic choices available and the method of analysis to choose the best among them
 - Learn the method of strategic implementation and evaluation for agr entrepreneurial ventures

BLOCK 1: OVERVIEW OF STRATEGIC MANAGEMENT

UNIT I: Introduction - Concepts in Strategic Management, Strategic Management Process; Corporate Governance, Social Responsibility and Ethics in strategic management, Environment Scanning and Industry analysis

BLOCK 2: STRATEGY FORMULATION AND CHOICE

UNIT II: Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, business models and Value chain analysis, Strategy formulation- corporate level strategies and business strategies, Generic Strategies- Types of Strategies, tools and techniques for strategic analysis.

UNIT III: Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy

BLOCK 3: STRATEGY IMPLEMENTATION AND CONTROL

UNIT IV: Strategy implementation and control: aspects, structures, design and change: behavioural implementation-leadership, culture, value and ethics, strategic evaluation and control-an overview and techniques of strategic evaluation and control.

UNIT V: Strategic issues in managing technology & innovation, entrepreneurial ventures and small businesses, Cases in strategic management

TEACHING METHODS/ ACTIVITIES

- Lectures
- Live projects
- Assignments (Individual and Group)
- Presentations about the ethical practices of the firms in India
- News paper analysis about the contemporary issues

SUGGESTED READINGS:

- Thomas L. Wheelen & J. David Hunger. 2012, *Strategic Management & Business Policy, towards Global Sustainability*, Pearson India Edn. Thirteenth Edition
- Fred R. David & Forest R. David, 2016, *Strategic Management, Concept and Cases*, Pearson India Edn, Fifteenth Edition
- Thompson Jr., A. A., Peteraf, M. and Gamble, J. E., 2015, *Crafting and Executing Strategy*. McGraw Hill, Irwin.
- Stead, J. G. and Stead, E. W., 2014, *Sustainable Strategic Management*. Routledge Taylor & Francis Group.
- Kazmi Azhar. 2015. *Strategic Management*. Mcgraw Higher Ed. 4th Edition
- Srinivasan R. 2014. *Strategic Management*. PHI Learning 5th Edition

Title: PROJECT MANAGEMENT AND AGRIBUSINESS ENTREPRENEURSHIP

Course Code: ABM- 5329

Credit: 3 (2+1)

AIM OF THE COURSE

This course aims at providing student an insight into the nature of small scale industry. They will be exposed to various aspects of establishment and management of a small business unit.

The course is organized as follows:

No	Blocks	Units
1	Concept of Project Management	1. Introduction to project management
		2. Project feasibility
		3. Network methods and project scheduling
2	Introduction to Agri Entrepreneurship	1. Concept of agri entrepreneurship
		2. Creativity, Innovation and Agro Entrepreneur
3	Support System for Agri Entrepreneurship	1. Sources of Financing for entrepreneurs
		2. Preparation of Detail Project Report
		3. Structure and Government Policy Support

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the fundamentals of project management
- Develop a understanding of agri entrepreneurship opportunities and challenges
- Understand the method of developing a agri based venture through the support system available in the Indian scenario

BLOCK 1: CONCEPT OF PROJECT MANAGEMENT

UNIT I: Concept, characteristics of projects, types of projects, project identification, and Project's life cycle. Project feasibility- market feasibility, technical feasibility, financial feasibility, and economic feasibility, social cost-benefit analysis, project risk analysis.

UNIT II: Network Methods: Meaning, Network Analysis, Critical Path Method (CPM), Programme Evaluation and Review Technique (PERT), Project scheduling and resource allocation. Financial appraisal/evaluation techniques- discounted/non-discounted cash flows; Net present values, profitability index, Internal rate of returns; Cost benefits ratio; Accounting rate of return, Payback period, Project implementation; Cost overrun, Project control and information system.

BLOCK 2: INTRODUCTION TO AGRI ENTREPRENEURSHIP

UNIT III: Concept of Agri Entrepreneurship: Objective, Introduction to agri entrepreneurship, Entrepreneurial Development Models, Successful Models in Agro Entrepreneurship Intrapreneur, Development of women entrepreneurship with reference to SHGs, Social entrepreneurship

UNIT IV: Creativity, Innovation and Agro Entrepreneur: Inventions and Innovation, The Environment and Process of Creativity, Creativity and the Entrepreneur, Innovative Approaches to Agro Entrepreneurship, Business Incubation, Steps and Procedure to start a new business, Business Opportunities in different field of Agriculture and Allied Sectors

BLOCK 3: SUPPORT SYSTEM FOR AGRI ENTREPRENEURSHIP

UNIT V: Sources of Financing, Structure and Government Policy Support: Estimating Financial Requirements, Preparation of Detail Project Report, Project Appraisal, Sources of Long-Term Financing, Working Capital Financing, Venture Capitalist, Finance from Banking Institutions, Industrial Policy Resolutions in India, Incentives and Subsidies, Schemes for Incentives, Government Organisations like SIDO, DIC, KVIC, NSIC, SIDBI, NABARD and their role, Sick Industries and their Up gradation policy measures

TEACHING METHODS/ ACTIVITIES

- Interactive lectures
- Live project in association with innovative farmers/ agri entrepreneur
- Cases related to agri entrepreneurship
- Guest lectures by bankers, entrepreneurs, academicians and venture capitalist firms
- Assignments

- Presentations of Agri Business Plans

SUGGESTED READINGS

- Arora, R. and Sood, S.K., *Fundamentals of Entrepreneurship and Small Business Management*. Kalyani Publishers, Ludhiana.
- Desai, Vasant, 2016, *Business Planning and Entrepreneurial Management*, Himalaya Publishing House, Mumbai.
- Ramachandaran, K., *Managing a New Business Successfully*. Global Business Press, New Delhi. Shukla, M.B., *Entrepreneurship and Small Business Management*. Kitab Mahal. New Delhi.
- Dandekar, V. M. and Sharma, V. K., 2016, *Agri-Business and Entrepreneurship Development*. Manglam Publications, New Delhi.
- T W Zimmerer, N M Scarborough. *Essentials of Entrepreneurship and small Business Management*, 5th Edition, PHI Learning Pvt Ltd
- Panigrahi S.R. & Singh B. 2017. *Agro Entrepreneurship*. Scientific Publishers (India)

Title: AGRI BUSINESS LAWS AND ETHICS

Course Code: ABM- 5330

Credit: 2 (2+0)

AIM OF THE COURSE

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

The course is organized as follows:

No	Blocks	Units
1	Indian Legal System	Indian Contract Act
		Companies Act
2	Regulatory environment for agri business	Essential Commodities Act, Consumer Protection Act
3	Business ethics	Ethics in agri business functional areas
		Governance mechanism

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Learn about the Indian legal system that directly affects the agri business in India
- Know about the regulatory framework in which the agri business is to be conducted and managed

- Understand the importance of practicing business ethics

BLOCK 1: INDIAN LEGAL SYSTEM

UNIT I: Introduction to Indian legal system, The Indian Contract Act-1872: Contract meaning, types of contract, essentials of a valid contract, offer and acceptance, capacity to contract, free consent, performance of contract.

UNIT-II: Law of Negotiable Instruments: Promissory Notes, Bills of Exchange, Cheques and Bank Drafts, Endorsements, Law of Sale of Goods, Sales of Goods Act-1930-: Sale and agreement to sale, types of goods, Transfer of property in goods, mode of delivery of goods, performance of contract of sales, rights of an unpaid seller.

UNIT III: Companies Act-1956: incorporation, commencement of business, types of companies, management of company, Memorandum of Association and Articles of Association, prospectus, winding of companies,

BLOCK 2: REGULATORY ENVIRONMENT FOR AGRI BUSINESS

UNIT IV: Essential Commodities Act, Consumer Protection Act, RTI Act, MRTP Act-major provisions and implications. Competition Act-2002, Regulatory environment for International Business

BLOCK 3: BUSINESS ETHICS

UNIT V: Nature and importance of ethics and moral standards; corporations and social responsibilities, scope and purpose of business ethics; Ethics in business functional areas; industrial espionage; solving ethical problems; governance mechanism. implementing business ethics in a global economy

TEACHING METHODS/ ACTIVITIES

- Lectures
- Live projects
- Assignments (Individual and Group)
- Presentations about the ethical practices of the firms in India
- News paper analysis about the contemporary issues

SUGGESTED READINGS

- S B Mathur. 2010. *Business Law*. Tata McGraw Hill Edn. Pvt Ltd.
- Gulshan SS & Kapoor GK. 2003. *Business Law including Company Law*. 10th Ed. New Age Publ.
- Kapoor ND. 2005. *Business Law*. S. Chand & Sons.
- Tuteja SK. 2005. *Business Law for Managers*. S. Chand & Sons.
- Tulsian, P.C. and Tulsian, B., 2015, *Business Law*. TMH, New Delhi.
- Singh Avtar, (2017), *Contract & Specific Relief*, Eastern Book Company; Twelfth edition
- Akhileshwar Pathak. 2015. *Legal Aspects of Business*. McGraw Hill Education. 6th Edition

3.2. Course Structure for Ph.D. (Agri Business Management)

Courses	Number	Credit
Major courses	04	12
Minor Courses	03	06
Supporting Courses	03	05
Seminar	02	02
Research	01	75
Total Credits		100

Semester	Course Code	Course Title	Credits
Semester- I	A. Major Courses		
	ABM 611	Econometrics for Agri Business	03 (2+1)
	ABM 612	Research Methods I	03 (2+1)
	ABM 613	Agri Input & Output Marketing	03 (2+1)
	B. Supporting Courses		
	ABM 614	Agri-Entrepreneurship and Corporate Governance	01 (1+0)
	ABM 615	Communication for Management Teachers	02 (0+2)

Semester- II	A. Major Courses		
	ABM 621	Research Methods II	03 (2+1)
	B. Minor Courses		
	ABM 622	Natural Resource Management	02 (2+0)
	ABM 623	Value Chain Management in Agribusiness	02 (2+0)
	ABM 624	Knowledge Management	02 (2+0)
	C. Supporting Courses		
	ABM 625	International Food and Agri Business	02 (2+0)

Semester-III	ABM 631	Doctoral Seminar I	01 (0+1)
	ABM 632	Doctoral Seminar II	01 (0+1)
	ABM 633	Preliminary Examination (Oral)	S/US

Semester-IV, V, VI	ABM 641	RESEARCH	75
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Detailed Syllabus of PhD (ABM)

SEMESTER-I

ABM 611: ECONOMETRICS FOR AGRI BUSINESS (2+1)

AIM OF THIS COURSE

The course is mainly designed to solid data base analysis of market and policy variables to back up their business strategies. The emphasis will be given on application rather than theoretical details.

The course is organized as follows:

No	Blocks	Units
1	Formulation and specification of econometric models	1. Simple Regression Analysis 2. Properties of Regression Coefficients and Hypothesis Testing 3. Multiple Regression Analysis
		4. Heteroscedasticity 5. Stochastic Regressors and Measurement Errors 6. Simultaneous Equations Estimation
2	Estimation and testing of models	1. Modelling Dynamic Processes
		2. Autocorrelation
		3. Logit and Probit (binary choice models)

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Acquire the basic knowledge of econometrics
- Learn the basics of econometric models and testing its application in the agri business environment

COURSE OUTLINE

1. Introduction: Correlation theory, Basic concept of regression analysis, assumptions of regression model, theory of OLS, properties of least square estimates, maximum likelihood, hypothesis testing, interval estimation, prediction in linear regression model.
2. Heteroskedasticity and autocorrelation, multicollinearity, specification errors, selection of regressors, dummy variables, autoregressive and distributed models.
3. Set of regression equations, causality and simultaneity: application.

4. Time series econometrics- stationarity, unit roots and co-integrassion, error-correction model, AR, MA, ARMA, ARIMA processes.
5. Qualitative dependent variables – LPM, Logit and probit models.

SUGGESTED READINGS

- Gujarati, Damodar, Basic Econometrics, McGraw-Hill Company
- James H. Stock and Mark W. Watson: Introduction to Econometrics, Pearson Education

ABM 612: RESEARCH METHODS- I 3(2+1)

AIM OF THIS COURSE

The objective of the course is to enable research scholars in developing the knowledge and skills required to specify, evaluate and utilise different types of unstructured and semi-unstructured information. They are required to develop competence in problem formulation, hypothesis generation and method of carrying scientific research in situations where research work plays a critical role. The course is practical in nature and students are expected to learn by doing live projects and studying the latest researches in different fields related to agri business.

The course is organized as follows:

No	Blocks	Units
1	Overview of Research Methodology	1. Research process
		2. Problems and Hypotheses
		3. Processing and analysis of data
2	Introduction to business analytics	1. Types of Business Analytics
		2. Introduction to predictive modelling/analytic

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Learn about the basics of research methodology
- Understand the application of research for problem solving related to agri business environment

COURSE OUTLINE

BLOCK 1: OVERVIEW OF RESEARCH METHODOLOGY

UNIT 1: Translating problems to research issues: Selection of qualitative vs quantitative research definitions, objectives, research methodologies rationale, sample/sources of data,

data collection techniques, Questionnaire designing: use of measurement and scaling techniques, reliability testing.

UNIT 2: Fieldwork: Data collection, gaining access and entry, ethical considerations, identifying key informants, validation and evaluation of fieldwork, data preparation, field notes and recording

UNIT 3: Hypothesis Development and Theoretical Modelling. Business Analytics, Business Intelligence,

BLOCK 2: INTRODUCTION TO BUSINESS ANALYTICS

UNIT 4: Types of Business Analytics, Introduction to predictive modelling/analytics. Linear programming, Contemporary applications of marketing research

ABM 613: AGRI INPUT & OUTPUT MARKETING 3(2+1)

AIM OF THIS COURSE

Agricultural Input & Output marketing is a dynamic and competitive field where lot is to be done looking to the gap in technology existing and possible. Changes are taking place in manifolds ranging from farming practices to trading in domestic and international markets. Presence of private players, infrastructure development, impact on prices, concept of e mandi etc are becoming more important to understand in current scenario. Scholars will also study the researches and articles to understand interesting changes going on in this field.

The course is organized as follows:

No	Blocks	Units
1	Introduction to agri input and out marketing environment	1. Current status of agri input and output markets in India
		2. Marketing mix for agri inout and output marketing
2	Evaluation of marketing costs and efficiencies	1. Assessment of different cost components
		2. Case studies on various marketing strategies adopted by national and global players

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Develop a understanding about the existing practices of agri input and output marketing in India
- Acquire a deep learning about assessing the marketing cost and related efficiencies to make the agricultural marketing profitable

COURSE OUTLINE

BLOCK 1: INTRODUCTION TO AGRI INPUT AND OUT MARKETING ENVIRONMENT

UNIT 1: Agriculture input and output marketing environment-Current status, trends, market structure, infrastructure, competition, Government intervention in agricultural inputs and outputs marketing

UNIT 2: Buyers/users behavior, Market Segmentation, Product and Pricing, Promotion and advancement in promotional strategies, Marketing Channels for different agri inputs and outputs

BLOCK 2: EVALUATION OF MARKETING COSTS AND EFFICIENCIES

UNIT 3: Evaluation of marketing costs and efficiencies, WTO and Indian Agriculture, Case Studies- Competitive marketing strategies and advancements in agricultural marketing, International agri marketing practices

ABM 614: AGRI ENTREPRENEURSHIP AND CORPORATE GOVERNANCE (1+0)

AIM OF THIS COURSE

The course aims to make students understand the nature of entrepreneurship, and acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business. Objective is also to enlighten them with the importance of Corporate Good Governance and Business Ethics.

The course is organized as follows:

No	Blocks	Units
1	Agri Entrepreneurship And Feasibility Studies	1. Nature of Entrepreneurship
		2. Starting the venture
		3. Functional plans and Sources of finance
2	Introduction To Business Ethics And Corporate Governance	1. Business Ethics
		2. Corporate Governance

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the concept of agripreneurship and its application for starting a new venture
- Learn the basics of making functional plans like marketing, production and financial
- Acquire the knowledge about business ethics and corporate governance

BLOCK 1: AGRI ENTREPRENEURSHIP AND FEASIBILITY STUDIES

UNIT 1: Nature of Entrepreneurship: Concept, knowledge, skills requirement and functions; characteristic of successful entrepreneurs;; scenario in India and Abroad, entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship, Risk Reduction strategies

UNIT 2: Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, SWOT Analysis, environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

UNIT 3: Functional plans: marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis.

UNIT 4: Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs, Government Grants and Subsidies, Entrepreneurship Promotion Schemes of Department of Industries (DIC), KVIC, SIDBI, NABARD, NSIC, APSFC, IFCI and IDBI etc. ; legal issues – intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising.

BLOCK 2: INTRODUCTION TO BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT 5: Necessity for Business Ethics- Salient Issues in Ethics and Commerce- Shadow Economy – Basic Principles in Ethics –Corporate Climate and corporate climate audits – Political Issues – Nature and theory of Ethics, Corporate Governance- Historical perspective and issues of Corporate Governance –Corporate Governance mechanisms – Corporate Governance Models, – The confederation of Indian Industry's initiative.; Corporate Social Responsibility

SUGGESTED READINGS

- Robert Hisrich Michael Peters Dean Shepherd Entrepreneurship 10th Ed 2016 by McGraw-Hill Education
- Vasanth Desai: Entrepreneurship, HPH, 2011
- David Martin: Corporate Governance, Viva, 2010

- H. Nandan: Fundamentals of Entrepreneurship, PHI, 2013
- Barringer: Entrepreneurship, Pearson, 2015
- RK Mishra, Gitarani: Corporate Governance, Excel, 2012
- V. Balachandran & V. Chandrasekaran: Corporate Governance & Social Responsibility, PHI, 2009
- A.C. Fernando: Business Ethics, Pearson, 2009
- Laura P Hartman & Abha Chatterjee: Business Ethics, TMH, 2009
- Tripat Kaur: Values and Ethics in Management, 2/e, Paragon International, 2009.

ABM 615: COMMUNICATION FOR MANAGEMENT TEACHERS (0+2)

AIM OF THIS COURSE

Communication in management education is not limited to classroom teaching. There are lot of innovative techniques to make teaching and learning interesting, practical and effective. There are various researches are done for methodological and effectiveness aspects. This course will be dealt understanding all the methods of communication for management teaching in learning by doing method and presenting the various researches done in this field.

The course is organized as follows:

No	Blocks	Units
1	Management education	Action gaps in education and latest developments and required skills
2	Theory and techniques of communication in management	1. Active listening, group communication 2. Emotional perspective in teaching 3. Learning in management education
3	Case teaching and writing	Writing a case and teaching note, Critiquing a research article

COURSE OUTLINE

BLOCK 1: MANAGEMENT EDUCATION

UNIT 1: Management education: Action gaps in education and latest developments and required skills

BLOCK 2: THEORY AND TECHNIQUES OF COMMUNICATION IN MANAGEMENT

UNIT 2: Communication: Active listening, group communication, Language process, Presentation on readings- recorded and graded: Oral presentation & computer assisted presentations

UNIT 3: Theory and techniques: Didacticism, Group work & discussion method, Simulation, facilitation skills and styles for experiential learning. Emotional perspective in teaching

UNIT 4: Learning in management education: Experiential learning, Action Learning, Group learning, Simulation and games, Role Play, Teaching and learning through Electronic Media

BLOCK 3: CASE TEACHING AND WRITING

UNIT 5: Case method of teaching: Writing a case and teaching note, Critiquing a research article

SEMESTER- II

ABM 621: RESEARCH METHOD- II 3 (2+1)

AIM OF THIS COURSE

Once the students are equipped with the information required for interpretive research, RM II will train the students with advanced analytical tools and their uses.

The course is organized as follows:

No	Blocks	Units
1	Hypothesis testing	1. Analysis of variance and covariance
		2. Multidimensional scaling and conjoint analysis
2	Data Mining, Data Mining Methods	1. Data Mining Methods
		2. Business Process Discovery
3	Applications of Statistical Softwares	1. Modelling with statistical softwares., Report preparation and presentation,

LEARNING OUTCOMES:

After successful completion of this course, the students are expected to be able to:

- Understand the concepts of hypothesis testing
- Learn the application of statistical analysis softwares by hands on experience in agri business problem solving methods

COURSE OUTLINE

BLOCK 1: HYPOTHESIS TESTING

UNIT 1: Hypothesis testing, Analysis of variance and covariance, Correlation and regression, Discriminant and Logit analysis, Factor analysis, Cluster analysis, Multidimensional scaling and conjoint analysis

BLOCK 2: DATA MINING

UNIT 2: Data Mining, Data Mining Methods—Data Dredging, Data Fishing, Data Snooping and Process Mining—Business Process Discovery, Conformance Checking and Model Enhancement. Arena Modelling

BLOCK 3: APPLICATIONS OF STATISTICAL SOFTWARE

UNIT 3: Applications of Statistical Softwares like SAS, Modelling with statistical softwares. Report preparation and presentation, International Marketing Research

SUGGESTED READINGS

- Cohen, L. Lawrence, M., & Morrison, K. (2005). Research Methods in Education (5th edition). Oxford: Oxford University Press.
- Denscombes, M. (2010). The Good Research Guide: For small-scale social research projects. Maiden-Read: Open University Press.
- Dornyei, Z. (2007). Research Methods in Applied Linguistics. Oxford: Oxford University Press. 4. Hoadjli, A.C. (2015).
- Kothari, C. R. (1980). Research Methodology: Research and techniques, New Delhi: New Age International Publishers.
- Kumar, R. (2011). Research Methodology: a step-by-step guide for beginners (3rd edition).
- Singh, Y. K. (2006). Fundamental of Research Methodology and Statistics. New Delhi. New International (P) Limited, Publishers.

ABM 622: NATURAL RESOURCE MANAGEMENT (2+0)

AIM OF THIS COURSE: The course on Natural Resource Management will provide in-depth knowledge to the participants to look for ways to make responsible natural resource management decisions which will have an impact on all stakeholders.

The course is organized as follows:

No	Blocks	Units
1	Introduction to natural resources	1. Types and classification of natural resource
		2. Economic resource theory and applications
2	Overview of Natural Resource Management	1. NRM sectors product marketing and their roles,
		3. Concept of environmental services
		4. Ecotourism Policy and practices

COURSE OUTLINE

BLOCK 1: INTRODUCTION TO NATURAL RESOURCES

UNIT-I Natural resources: Types and classification of natural resource, concept of Economic value, relevance of environmental economics, ecosystems services, direct and indirect economic benefit from – forest ecosystems, mountain ecosystems, mineral and water resources, ecotourism. Valuation and accounting: Supply and demand, conservation and management, cost / benefit analysis, methods of costing, cost criteria, evaluating alternative projects, operational vs. total costs, determining benefiting vs. comprehensive stakeholders Application of resource accounting Methods of pricing resources- example forest and mineral resources.

UNIT-II Economic resource theory and applications: Concept of CPR, open access, Ecological economics-methodology, economic valuation of non market benefits, environmental accounting, population resources and the environment, command and control vs. emission trading, emission trading vs. exposure trading, hotelling principle, future strategies for mineral resources.

BLOCK 2: OVERVIEW OF NATURAL RESOURCE MANAGEMENT

UNIT-III Natural Resource Management: Initial concept of market and marketing, NRM sectors product marketing and their roles, promoting NRM products- NTFPs, livestock, watershed, fisheries, agriculture and medicinal plants and ecotourism, Role of national and international organizations in the promotion of sustainable natural resource use and management.

UNIT IV: Concept of environmental services: Definitions, ecotourism, alternative examples, development of ecotourism in India and outside. Threats due to large scale ecotourism. Payment for Ecosystem Services, the ecotourism dilemmas: High value may also be high

impact, bulk ecotourism and problems, stakeholder challenges, tourist carrying capacity. Ecotourism Policy and practices, national policy frame work, example – Madhya Pradesh & Uttarakhand State case. Successful ecotourism initiative, Criteria and Indicators for sustainable Ecotourism.

SUGGESTED READINGS

- Barber, E. 1989. Economics: Natural Resources Scarcity and Development. Earthscan.
- Harris, J.M. 2006. Environmental and Natural Resource Economics: A Contemporary Approach, 2nd edition. Houghton Mifflin
- Field, Barry C. 2008. Natural Resource Economics An Introduction. Waveland Press.
- Honey, Martha. 2008. Ecotourism and Sustainable Development: Who Owns Paradise? 2 nd edition. Island Press. 2. Seema Bhat & Syed Liyakhat 2008. Ecotourism Development in India: Communities, Capital and Conservation published by CEE, Ahmedabad

ABM 623: VALUE CHAIN MANAGEMENT IN AGRIBUSINESS (2+0)

AIM OF THE COURSE

To recognize the characteristics of Global Food Systems, the multiple variables impacting Global Food Systems, to identify value chain thinking and how it differs from supply chain thinking, the characteristics of agri-food markets, what influences their supply and demand, and what sets them apart from other markets, the role played by external factors such as population and income growth, globalization, climate change, technology, and international trade in global food systems, agribusiness and value chains, to recognize the role the consumer plays in the food system, markets, and value chains

UNIT 1: GLOBAL FOOD SYSTEMS AND VALUE CHAINS:

Characteristics of global food systems; identify the variables impacting global food systems; identify value chain thinking and how it differs from supply chain thinking; identify the role that external factors (for example, population and income growth, globalisation, climate change, technology and international trade) play on global food systems, agribusiness and value chains; and identify the actors in, and characteristics of, value chains, demonstrated with the building of a value chain model.

UNIT 2: AGRIBUSINESS MARKET DYNAMICS:

Characteristics of agri-food markets, what influences their supply and demand, and what sets them apart from other markets; identify the role that external factors, such as

population and income growth, globalisation, climate change, technology and international trade, play on agri-food markets; interpret the key elements of supply and demand; and recognise the basic characteristics of supply and demand curves.

UNIT 3: THE ROLE OF THE CONSUMER

Role the consumer plays in the food system, markets and value chains; recognise the consumer characteristics, trends and behaviours that influence value chains; and recognise some of the techniques used in market and consumer research to better understand consumer behaviour.

SUGGESTED READINGS

- Acharya, S. S., and Agarwal, N. L., 2011, *Agricultural marketing in India*. Oxford and IBH.
- Altekar, R. V., 2006, *Supply Chain Management: Concepts and Cases*. PHI
- Chopra, S., Meindl, P. and Kalra, D. V., 2016, *Supply chain management: Strategy, Planning, and Operation*, Pearson Education India
- Mohanty R.P. 2010. *Indian Case studies in Supply Chain Management & other Learning Resources*. OXFORD
- N. Chandrasekaran. 2010. *Supply Chain Management: Process, system & Practice*. OXFORD
- Singh Sukhpal. *Organic Produce Supply Chains in India-organisation and governance*. Allied Publ.

ABM 624: KNOWLEDGE MANAGEMENT (2+0)

AIM OF THIS COURSE

The objective of the course is to provide the basics of the emerging area of Knowledge Management to students. This course throws light on few important concepts as Knowledge management and Information Technology, Knowledge process, etc.

The course is organized as follows:

No	Blocks	Units
1	Introduction to knowledge management	1. The Knowledge Economy:
		2. Knowledge Management and Information Technology:
2	Future of Knowledge	1. Knowledge process

	Management and Industry perspective	2. Implementation of Knowledge Management:
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COURSE OUTLINE

BLOCK 1: INTRODUCTION TO KNOWLEDGE MANAGEMENT

UNIT 1: The Knowledge Economy: Leveraging Knowledge, Data-Information-knowledge-Wisdom relationship, organizational knowledge, characteristics and components of organizational knowledge –Building knowledge societies- Measures for meeting the challenges of implementing, KM programmes.

UNIT 2: Knowledge Management and Information Technology: Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, ERP and BPR, Data Warehousing and Data Mining.

BLOCK 2: FUTURE OF KNOWLEDGE MANAGEMENT AND INDUSTRY PERSPECTIVE

UNIT 3: Future of Knowledge Management and Industry perspective: Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry, challenges and future of Knowledge Management.

UNIT 4: The Knowledge Process: Universal appeal, Stages of KM Process, Knowledge Capital vs physical capital, Customer Relationship Management, Business Ethics And KM, The Promise of Internet and the Imperatives of the new age.

UNIT 5: Implementation of Knowledge Management: Discussion on Roadblocks to success, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India. –Role of knowledge Management in Organisational Restructuring. -The Mystique of a Learning Organisation.

SUGGESTED READINGS

- Mattison: Web Warehousing & Knowledge Management, Tata McGraw-Hill, 2009
- Becerra Fernandez: Knowledge management: An Evolutionary view, PHI, 2009
- Fernando: Knowledge Management, Pearson, 2009
- B.Rathan Reddy: Knowledge management, Himalaya, 2009
- Tapan K Panda: Knowledge Management, Excel, 2009.
- Barnes: Knowledge Management systems, Cengage, 2009.
- Tiwana: The Knowledge Management tool kit, 2/e, Pearson Education, 2009.
- Warier: Knowledge Management, Vikas Publishing House, 2009
- Sislop: Knowledge Management, Oxford University Press, New Delhi, 2009
- Debowski: Knowledge Management, Wiley Student Edition, Wiley India, 2007

ABM 625: INTERNATIONAL FOOD and AGRI BUSINESS (2+0)

AIM OF THIS COURSE

The objective of the paper is to acquaint the students with the fundamentals of international business, its environment and complexities. The paper provides exposure to multiple dimensions of the field and imparts international perspective to business decisions.

The course is organized as follows:

No	Blocks	Units
1	Global trends in International trade	1. structure of IB environment
		2. Global financial system,
2	Global manufacturing and material management	1. International product life cycle, product and branding decisions;
		2. Export assistance and incentives in India
		3. Harmonizing accounting difference across countries
		4. Ethical dilemmas and social responsibility issues

COURSE OUTLINE

BLOCK 1: GLOBAL TRENDS IN INTERNATIONAL TRADE

UNIT I: Global trends in international trade and finance; dimensions and modes of IB; structure of IB environment; risk in IB; organizational structure for IB; world trading system and impact of WTO; exchange rate systems; global financial system; barriers to IB; international business information and communication.

UNIT II: Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in IB.

BLOCK 2: GLOBAL MANUFACTURING AND MATERIAL MANAGEMENT

UNIT III: Decisions concerning global manufacturing and material management; outsourcing factors; managing global supply chain; International product life cycle, product and branding decisions; managing distribution channels; international promotion mix and pricing decisions; counter trade practices; mechanism of international trade transactions. EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

UNIT IV: Harmonizing accounting difference across countries; currency translation methods for consolidating financial statements; the LESSARD-LORANGE Model; cross cultural challenges in IB; international staffing decisions; compensation and performance appraisal of expatriate staff; ethical dilemmas and social responsibility issues.

4. ADMISSION PROCEDURE & FEE STRUCTURE

4.1. General Information about Admission

4.1.1. Candidates seeking admission to the course of study in the Institute shall submit an application in the prescribed form on or before the fixed date, notified through newspapers, circulars display on the notice board and website.

4.1.2. 'Academic Year' or 'Academic Session' of the university shall ordinarily be between July to June and shall consist of two semesters.

4.1.3. A student for master's programme and Ph.D. programme shall be required to complete a minimum period of 4 semesters and 6 semesters in residence, respectively.

4.1.4. A student shall have to complete all the requirements including submission of thesis within 8 and 12 semesters for MBA (ABM) and Ph.D. (ABM) programmes respectively.

4.1.5. No students shall be entitled to join more than one programme of study, concurrently.

4.1.6. New admissions at the entrance level of the programme will be done only at the beginning of each academic session.

4.1.7. Any candidate cannot claim admission as a matter of right.

4.1.8. The Director may refuse admission to any candidate without assigning any reason whatsoever.

4.1.9. Applicants who suppress or give wrong information or put forged signature of the parents in the application forms or attach false certificates will forfeit admission in addition to any other punishment, which may be awarded to them.

4.1.10. The applications received incomplete in any respect will not be considered.

4.1.11. The admission will be on the basis of written examination, followed by Group Discussion and Interview, to be conducted by a competent authority at the allocated centers.

4.1.12. All the selected candidates will be required to produce Medical and Physical fitness certificates at the time of depositing fee.

4.1.13. The admitted students will have to submit the original certificates / documents on joining the Institute which would be returned after enrolment in the University.

4.2. Admission Restrictions

4.2.1. Any candidate against whom any University/Institute or any of the constituent colleges has lodged a FIR shall not be eligible for admission.

4.2.2. Any person, who has been convicted of a criminal offence or has been released on bail in connection with criminal offence and against whom a case is pending in a court of law, shall not be eligible for admission.

- 4.2.3. Any candidate who has indulged in misbehavior with a teacher or with any authority of the university shall be debarred from seeking admission in the Institute.

4.3. Eligibility & Admission Procedure

4.3.1 For MBA (ABM)

- 4.3.1.1. Indian Nationals below 30 years of age and possessing Bachelor's degree in Agriculture or Allied fields (Horticulture / Vet. & Animal Science / Dairy Science / Dairy Technology / Food Science / Food Technology / Agricultural Engineering / Agri Business/ Agro Forestry / Home Science / Fisheries, etc.) will be considered eligible for admission to the programme. There is no age bar for in service candidates for MBA(ABM).
- 4.3.1.2. The degree should be from any University or Institution recognized by ICAR/UGC with a minimum of 60 per cent marks (55 % for SC / ST/OBC/MBC) or equivalent in terms of OGPA.
- 4.3.1.3. Admission shall be made on the basis of marks obtained in all India level entrance test like CAT/MAT/CMAT or any all India level entrance test recognized by the institute.
- 4.3.1.4. Admission process will be followed by Group Discussion (GD) and Personal Interview (PI) conducted by the institute. Merit list shall be prepared by giving weightage as 30,10,10, 20, 30 on CAT (any entrance test) score, 10th, 12th, GD & PI respectively. Minimum qualifying marks shall be fifty percent in GD & PI, separately.
- 4.3.1.5. Final year graduating students expecting to complete all degree requirements before the start of the new session can also apply.
- 4.3.1.6. The intake capacity is 60 seats (39 regular, 5 payment, and 16 ICAR). In addition to this, 5 seats are for In-Service candidates.

4.3.2. For Ph.D.(ABM)

- 4.3.2.1. For Ph.D. (Agri Business Management) by course work programme, a candidate must possess a Master's degree in Agribusiness Management/ Business Administration/ equivalent programme with at least 6.5/10.00 OGPA or equivalent percentage from recognized institute/university. MSc(Ag.) or allied subjects with five years of work experience will also be eligible for admission.
- 4.3.2.2. All eligible candidates have to appear for Written Examination (PhD Entrance Exam) followed by Group Discussion (GD) and Personal Interview (PI). Minimum qualifying marks shall be fifty percent in GD & PI, separately. Merit list shall be prepared by giving weightage as 50, 10, 15, 10, 15 on Written Exam, Graduation, Post Graduation, Group Discussion and Personal Interview scores.
- 4.3.2.3. The number of seats shall be 5 (2 Regular, 2 Payment, 1 ICAR).
- 4.3.2.4. Selected candidates shall be paid Teaching Assistantship of INR 12000/- for first and second year and INR 14000/- for third year.

4.3.2.5. The students with only MBA, shall have to pass deficiency courses suggested by a committee framed by the Director.

4.4 Reservation

4.4.1. Seats for OBC, SC, ST, PH, MBC, Kashmiri migrants and girl candidates are reserved as per the reservation policy of the Government of Rajasthan, implemented by the University.

4.4.2. Candidates claiming reservation shall be required to submit appropriate certificates at the time of Group Discussion / Interview, failing which they shall be treated in general category only.

4.5.3. EWS and OBC candidates should also submit an Income Certificate in support of their candidature at the time of Group Discussion / Interview.

4.5.4. Any subsequent claim for reservation shall not be entertained.

4.5. Admission of candidates from states other than Rajasthan

A candidate falling in either of the following categories will be considered in other state category:

4.5.1. A candidate who is a permanent resident outside Rajasthan since birth or

4.5.2. A candidate whose permanent address is outside Rajasthan state, unless he submits domicile certificate of Rajasthan at the time of Group Discussion / Interview

or

4.5.3. A candidate who has completed his qualifying examination from outside the Rajasthan state, unless he submits domicile certificate of Rajasthan at the time of Group Discussion / Interview.

4.5.4. A maximum of 18 seats (40 percent of the intake capacity) distributed among different categories are available for the candidates from other states provided they find a place in the merit list of respective categories.

4.5.5. However, in case of non- availability of suitable candidates for the seats meant for the State of Rajasthan i.e., 26 seats (60 per cent) of the total seats or seats remaining vacant, suitable candidates from other states may be considered for admission or vice-versa.

4.6. Admission of In-Service candidates

4.6.1. Upper age limit for MBA admission be relaxed only for in-service candidates.

4.6.2. Candidates sponsored by NRI / Industry are not required to take the written test.

4.6.3. Such candidates will have to appear for Group Discussion and Personal Interview on specified dates.

4.6.4. Only those industries, which are registered under the Indian Companies Act, 1956 can sponsor candidates.

4.6.5. In case of NRI sponsored category, only those who are settled in foreign countries and fall in the category of NRI can sponsor a candidate.

4.6.6. Foreign students are normally admitted under the category of ICAR nominee.

4.7. Fee Structure

4.7.1. Fees and Deposits: Fee details are mentioned for Regular and Payment seats of MBA and PhD program. Yearly fee is the sum of respective two semesters. Students are required to make payment towards fees (Institute and Hostel) in the beginning of the academic session / semester as per the details given below:

FEE STRUCTURE FOR MBA(ABM) PROGRAM GENERAL CATEGORY (BOYS & GIRLS) - REGULAR SEATS

Heading	Fee for MBA (AB) 1 st year (INR)		Fee for MBA (AB) 2 nd Year (INR)	
	1 st Sem	2 nd Sem	1 st Sem	2 nd Sem
1. University Account				
a. Registration Fee	660	660	660	660
b. Tuition Fee	19800	19800	19800	19800
c. Academic Fee	59400	59400	59400	59400
d. Exam fee	3300	3300	3300	3300
Total (1)	83160	83160	83160	83160
2. Hostel Account				
a. Hostel Admission	330	330	330	330
b. Room Rent	2640	2640	2640	2640
c. Electric / water / fan charges d. (If cooler is used then fee will be Rs. 3000/- extra)	1452	1452	1452	1452
Total (2)	4422	4422	4422	4422
3. College Account				
a. Placement Fee	825	825	825	825
b. College magazine Fee	330	330	330	330
c. Games	347	347	347	347
d. Development Fee	2750	2750	2750	2750
e. Library Fee	346	346	346	346
f. Student aid fund	1925	1925	1925	1925
g. CSU Fee	55	55	55	55
h. Identity card Fee	55	55	55	55
i. Caution money	5500	NIL	NIL	NIL

j. Book Bank Fee	330	330	330	330
k. Computer Lab Fee	1375	1375	1375	1375
l. Utensils & Furniture	330	330	330	330
Total (3)	14168	11418	8668	8668
GRAND TOTAL (1,2&3)	101750	96250	96250	96250

**FEE STRUCTURE FOR MBA(ABM)
GENERAL CATEGORY (BOYS & GIRLS) - PAYMENT SEATS**

Heading	Fee for MBA (AB) 1 st year (INR)		Fee for MBA (AB) 2 nd Year (INR)	
	1 st Sem	2 nd Sem	1 st Sem	2 nd Sem
1. University Account				
e. Registration Fee	660	660	660	660
f. Tuition Fee	19800	19800	19800	19800
g. Academic Fee	118800	118800	118800	118800
h. Exam fee	3300	3300	3300	3300
Total (1)	142560	142560	142560	142560
2. Hostel Account				
e. Hostel Admission	330	330	330	330
f. Room Rent	2640	2640	2640	2640
g. Electric / water / fan charges h. (If cooler is used then fee will be Rs. 3000/- extra)	1452	1452	1452	1452
Total (2)	4422	4422	4422	4422
3. College Account				
m. Placement Fee	825	825	825	825
n. College magazine Fee	330	330	330	330
o. Games	347	347	346	346
p. Development Fee	2750	2750	2750	2750
q. Library Fee	346	346	347	347
r. Student aid fund	1925	1925	1925	1925
s. CSU Fee	55	55	55	55
t. Identity card Fee	55	55	55	55
u. Caution money	5500	NIL	NIL	NIL
v. Book Bank Fee	330	330	330	330
w. Computer Lab Fee	1375	1375	1375	1375
x. Utensils & Furniture	330	330	330	330
Total (3)	14168	8668	8668	8668
GRAND TOTAL (1,2&3)	161150	155650	155650	155650

**FEE STRUCTURE FOR PhD (ABM) PROGRAM
GENERAL CATEGORY (BOYS & GIRLS) - REGULAR SEATS**

Heading	Fee for Ph.D. (ABM) I year (INR) YERLY	Fee for Ph.D. (ABM) II year (INR) YERLY	Fee for Ph.D. (ABM) III year (INR) YERLY
1. University Account			
A Registration Fee	1320	1320	1320
B Tuition Fee	26400	26400	26400
C Academic Fee	52800	52800	52800
D Exam fee	5280	5280	5280

Total (1)	85800	85800	85800
2. Hostel Account			
A Hostel Admission	660	660	660
B Room Rent	5280	5280	5280
C Electric / water	2904	2904	2904
Total (2)	8844	8844	8844
3. College Account			
A Placement Fee	2200	2200	2200
B College magazine Fee	660	660	660
C Games	693	693	693
D Development Fee	6050	6050	6050
E Library Fee	693	693	693
F Student aid fund	4400	4400	4400
G CSU Fee	110	110	110
H Identity card Fee	110	110	110
I Caution money	5500	NIL	NIL
J Book Bank Fee	660	660	660
K Computer Lab Fee	4070	4070	4070
L Utensils & Furniture	1210	1210	1210
Total (3)	26356	20856	20856
GRAND TOTAL (1,2&3)	121000	115500	115500

**FEE STRUCTURE FOR PhD (ABM) PROGRAM (SEMESTER WISE)
GENERAL CATEGORY (BOYS & GIRLS) - REGULAR SEATS**

Heading	Fee for Ph.D. (ABM) 1 st Year (INR)		Fee for Ph.D. (ABM) 2 nd Year (INR)		Fee for Ph.D. (ABM) 3 rd Year (INR)	
	1 st Sem.	2 nd Sem.	1 st Sem.	2 nd Sem.	1 st Sem.	2 nd Sem.
1. University Account						
a. Registration Fee	660	660	660	660	660	660
b. Tuition Fee	13200	13200	13200	13200	13200	13200
c. Academic Fee	26400	26400	26400	26400	26400	26400
d. Exam fee	2640	2640	2640	2640	2640	2640
Total (1)	42900	42900	42900	42900	42900	42900
2. Hostel Account						
a. Hostel Admission	330	330	330	330	330	330
b. Room Rent	2640	2640	2640	2640	2640	2640
c. Electric/water/fan charges						
d. (If cooler is used then fee will be Rs. 3000/- extra)	1452	1452	1452	1452	1452	1452
Total (2)	4422	4422	4422	4422	4422	4422
3. College Account						
a. Placement Fee	1100	1100	1100	1100	1100	1100
b. College magazine Fee	330	330	330	330	330	330
c. Games	347	347	347	347	347	347
d. Development Fee	3025	3025	3025	3025	3025	3025
e. Library Fee	346	346	346	346	346	346
f. Student aid fund	2200	2200	2200	2200	2200	2200
g. CSU Fee	55	55	55	55	55	55
h. Identity card Fee	55	55	55	55	55	55

i. Caution money	5500	NIL	NIL	NIL	NIL	NIL
j. Book Bank Fee	330	330	330	330	330	330
k. Computer Lab Fee	2035	2035	2035	2035	2035	2035
l. Utensils & Furniture	605	605	605	605	605	605
Total (3)	15928	10428	10428	10428	10428	10428
GRAND TOTAL (1,2&3)	63250	57750	57750	57750	57750	57750

**FEE STRUCTURE (SEMESTER FEE)
Ph. D. (ABM) PAYMENT SEAT**

Heading	Fee for Ph.D. (ABM) 1 st Year (INR)		Fee for Ph.D. (ABM) 2 nd Year (INR)		Fee for Ph.D. (ABM) 3 rd Year (INR)	
	1 st Sem.	2 nd Sem.	1 st Sem.	2 nd Sem.	1 st Sem.	2 nd Sem.
1. University Account						
a. Registration Fee	660	660	660	660	660	660
b. Tuition Fee	13200	13200	13200	13200	13200	13200
c. Academic Fee	26400	26400	26400	26400	26400	26400
d. Exam fee	2640	2640	2640	2640	2640	2640
E. Payment Seat Fee	33000	33000	33000	33000	33000	33000
Total (1)	75900	75900	75900	75900	75900	75900
2. Hostel Account						
a. Hostel Admission	330	330	330	330	330	330
b. Room Rent	2640	2640	2640	2640	2640	2640
c. Electric/water/fan charges						
d. (If cooler is used then fee will be Rs. 3000/- extra)	1452	1452	1452	1452	1452	1452
Total (2)	4422	4422	4422	4422	4422	4422
3. College Account						
a. Placement Fee	1100	1100	1100	1100	1100	1100
b. College magazine Fee	330	330	330	330	330	330
c. Games	347	347	347	347	347	347
d. Development Fee	3025	3025	3025	3025	3025	3025
e. Library Fee	346	346	346	346	346	346
f. Student aid fund	2200	2200	2200	2200	2200	2200
g. CSU Fee	55	55	55	55	55	55
h. Identity card Fee	55	55	55	55	55	55
i. Caution money	5500	NIL	NIL	NIL	NIL	NIL
j. Book Bank Fee	330	330	330	330	330	330
k. Computer Lab Fee	2035	2035	2035	2035	2035	2035
l. Utensils & Furniture	605	605	605	605	605	605
Total (3)	13178	10428	10428	10428	10428	10428
GRAND TOTAL (1,2&3)	96250	90750	90750	90750	90750	90750
Note:						

4.7.2. Miscellaneous fee

S. No.	Item / work	Fee (Rs.)
1	Enrollment fee	Declared by CoE
2	Late Enrollment fee	Declared by CoE
3	Eligibility fee	Declared by CoE
4	Late Eligibility fee (Per day up to 10 days)	Declared by CoE
5	P.D.C. fee	790.00
6	Duplicate P.D.C. fee	3100.00
7	Migration Certificate fee	790.00
8	Duplicate Migration Certificate fee	4340.00
9	Fee for Degree in Absentia	3100.00
10	Duplicate Degree	6110.00
11	Duplicate mark sheet/grade report fee	2030.00
12	Duplicate Transcript fee	1000.00
13	Transfer Certificate & Character Fee	100.00
14	Document Verification Fees (Per Document)	790.00
15	Merit Certificate	400.00
16	Duplicate Merit Certificate	2030.00

Note:

- Fees once deposited will not be refunded under any circumstances.
- The programme fee includes the cost of study material, computer use, use of teaching aids, visit to various agri business houses and participation at seminars/ symposium/ conferences/ meets etc.
- The students can register themselves (excluding first year) with the Institute within 15 days after the last date of registration with a late fee @ Rs. 100/- per day, including holidays. No request of late registration will be entertained after this period.
- Tuition fee is exempted in case of SC/ST students.
- It may take a period of 7 days to issue the required certificates after receiving the request from the students.
- The students availing hostel facility in the boys/ girls hostel for short time (not exceeding three months) will be charged fee @ INR 1000 per month and INR 100 per day (if stay time is in days).
- Miscellaneous fee will be charged as and when required.
- The fee may be credited through NEFT/RTGS to following account.

Name: Director IABM

A/C No. 670105000859

IFSC Code: ICIC0006701

Address: ICICI, SKRAU, Beechwal, Bikaner, 334006

5. GENERAL INFORMATION

- 5.1. A student admitted to a programme shall have to register in the Institute in the semester within the stipulated time indicated in the notice of admission, failing which his / her admission will stand cancelled.
- 5.2. Every student in good academic standing, unless granted a formal temporary withdrawal by the Director, shall be required to register with the Institute in each semester till the completion of all requirements for the award of the degree.
- 5.3. Attendance in courses joined later shall however, be counted from the date of the registration in the semester and it will be the responsibility of the student to maintain the minimum attendance requirement.
- 5.4. A relaxation has been given for one semester in minimum residential requirement only for Ph.D. in-service candidates of central/State Govt/SAU vide notification No. SKRAU/PGS/A.C./01/15/1949-1952 Dated 04/05.08.2015 of Dean, PGS, SKRAU, Bikaner.
- 5.5. Students are permitted to submit Ph.D. thesis during 6th semester after registration.
- 5.6. Further, a student shall have to complete all the requirements including submission of thesis within 8 and 12 semesters for M.Sc. and Ph.D. programmes, respectively, which will also include period of scholastic probations or temporary withdrawal from the semesters, failing which his/her admission shall stand cancelled.
- 5.7 Institute provides **scholarship** to MBA(ABM) student as per university rules.

TEMPORARY WITHDRAWAL

- 5.8. A student with good academic standing shall be permitted by the Director to withdraw from the programme for a specific period not exceeding two semesters provided he/she makes a written request.
- 5.9. The Vice Chancellor, on a written formal application, submitted by the student seven days before the expiry of the withdrawal period, duly recommended by the Director of the institute may grant a further extension or the leave of absence in one semester to him/her on the grounds of some compelling situation to be specified.
- 5.10. Failure to register or to obtain formal permission to withdraw from the institute/college will constitute presumptive evidence that a student has withdrawn from the institute and his/her admission shall stand cancelled.
- 5.11. A student who is granted formal permission for temporary withdrawal may be exempted from payment of all fees during the period of his/her withdrawal. If the student withdraws in the middle of a semester, the semester fee will not be refunded.
- 5.12. No student should leave the institute/university without obtaining formal permission from the Director of the Institute. **Submit the signed application to Student Section.**

NOTE: These are only the highlights of PG rules. For details, students are advised to consult the P.G. regulations 2016 and amendments made thereafter.

6. ACADEMIC STATUS AND SCHOLASTIC PROBATION

6.1. Following abbreviations shall be used to denote the performance of a student in a course:

- F- Fail
- W- Withdrawn
- R- Repeated
- S - Satisfactory (for summer internship and project work)
- US-Unsatisfactory (for summer internship and project work)
- DE- Detained
- UM- Unfair Means

6.2. A student failing in a particular course (i.e. having secured less than 50 per cent marks) shall be marked 'F' in that course.

6.3. DE shall be mentioned for a student in respect of a course in which he/she is detained from appearing in the final semester examination on account of shortage of attendance. 'DE' will also be equivalent to point '0' (zero) in 10 point scale for calculation of 'OGPA'.

6.4. 'W' shall be marked in the case of a student for a course from which he/she drops out within the stipulated time, i.e. 10 weeks from the commencement of semester. Credit hours for this course will not be included for computing OGPA.

6.5. 'UM' shall be used in case of a student who has used unfair means in tests/final semester examination, and that shall be treated as '0' (zero) in a 10 point scale.

6.6. A student shall be awarded zero in examination/tests in which he/she fails to appear for any reason whatsoever. The final marks shall be reported on the basis of marks obtained in other tests/examinations.

6.7. A student shall be required to secure 5.0 out of 10 points in a course for its successful completion.

6.8. A student shall be required to attain a minimum OGPA of 6.0 /10.00 to be eligible for the award of the degree.

6.9. To improve grade point/score in a course, the student shall be permitted to appear in the theory examination only along with the final semester examination of the consecutive semester. Permission for improvement in course(s) shall be granted for not more than four courses at a time provided a written request is made within 10 days of date of registration in the semester. A student shall be permitted to improve his/her grade point in course (s) having grade point 5.0 and above but less than 6.0 only once, whenever next offered in a semester.

6.10. A student marked 'F' or 'DE' in course (s) shall be permitted to repeat it as a regular student in the next semester whenever offered. In case of clash, he/she shall drop the new courses.

6.11. The points of repeated/improved course (s) shall replace the original one with 'R' associated with it.

6.12. A student with an OGPA of less than 5.00/10.00 at the end of any semester shall be removed from the Institute and no petition shall be entertained.

6.13. A student with an OGPA of less than 6.00/10.00 or marked 'F', 'DE', 'UM' in any course at the end of a semester shall be placed on scholastic probation in the subsequent semester.

6.14. A student on scholastic probation, ending up again with an OGPA of less than 6.0 or marked 'F', 'DE', 'UM' in any course shall either be placed on scholastic probation in the subsequent semester or dropped from the Institute at the discretion of the Director.

- 6.15. A student after being on scholastic probation, if dropped from the Institute, shall be permitted to apply for a mercy petition to the Vice-Chancellor through Director of the Institute within 15 days of the commencement of the semester.
- 6.16. A student recommended to continue for one more semester on scholastic probation shall be registered without late fee within seven days of the order and with a fine @ INR100 per day for a further period of 3 days or upto last date of registration with late fee whichever is later.
- 6.17. A student can offer a maximum of 30 credit hours in a semester while the maximum permissible limit will be 30 credit hours.

7. ATTENDANCE

- 7.1 A student shall be permitted to appear in the final semester examinations after a minimum attendance of 75% in each course from the date of registration in that semester.
- 7.2 The en masse absence shall be treated as absent in the course (s) and will reflect in the attendance record of the student(s).
- 7.3 The Vice-Chancellor may grant a relaxation of 10% on the minimum attendance of 75% on persuasive grounds on the recommendation of the Director of the Institute.
- 7.4 If a student abstains continuously for seven working days in a semester, his/her registration in the semester will be cancelled and parents/guardians informed accordingly at his/her permanent address. Such a student will be provided an option for re-registration in the semester within seven days of the cancellation of the registration by paying a fee of Rs. 500. If the student fails to avail this option, he/she may seek re-registration within two weeks of the cancellation by paying a fee of Rs. 1000. However, fulfillment of attendance requirement will be his / her responsibility.
- 7.5 If a student who has been admitted to the first semester of a programme fails to attend the classes continuously for a period of thirty days from the date of commencement of classes without the permission of the Director, his / her admission shall stand cancelled. No petition is permitted in such a case.
- 7.6 Attendance to the extent of number of lectures/ practicals missed in a course with a maximum of eight days of absence in a semester shall be credited on production of certificate to the student deputed to represent the Institute in extracurricular activities at the University / District / State / National level.
- 7.7 A student shall not be allowed to appear in Mid Term Tests if his/her attendance in a particular course falls short of 50 per cent.
- 7.8 In case the total number of classes held in a particular course in a semester is less than 10 per credit hour, the course will be treated as scratched. Such student(s) would be permitted to opt for the scratched course only in the ensuing semester when it is normally offered.
- 7.9 For the purpose of calculating attendance, the date of registration of the course in the semester would be taken as the base point

8. TESTS AND EXAMINATIONS

- 8.1. There shall be one mid-term test of 20 marks. Marks obtained in the tests shall be used to compute final grade of the student at the end of the semester. Courses with theory as well as practical components and courses with theory only shall be examined in written mid-term tests. Courses with only practicals shall be examined in practicals in the tests. Paper setting for the major/core courses will be external as per university guidelines.
- 8.2. Mid-term test shall be held after completion of 1/3rd of the scheduled lectures/practicals in a semester and 33% of the syllabus of the course.
- 8.3. Two quizzes will be taken in each course having a weightage of 10 per cent (10 marks).
- 8.4. There shall be a final semester examination at the end of a semester consisting of written theory examination of two hours duration and practical examination of two hours duration or more, wherever required.
- 8.6. The distribution of marks in the tests and final semester examination shall be:

Credit Hrs. (Th.+P)	Quiz	Mid Term	Assignment/ Presentation	Final Theory	Final Practical
1/2/3 + 0	10	20	10	60	0
1/2/3 +1	10	20	10	40	20
0 + 3/2/1	10	20	10	0	60

- 8.7. Final semester theory examination shall be of 2 hours duration and shall be conducted by the Institute.
- 8.8. Question papers shall contain objective as well as short and long subjective questions. No choice except within the parts of the question shall be permissible.
- 8.9. Mid-term tests and practical examination will be conducted on scheduled dates as announced in the academic calendar.
- 8.10. The minimum passing marks required in each subject will be 50 percent i.e. a grade point of 5.00/10.00.
- 8.11. At the end of each semester, an Overall Grade Point Average (O.G.P.A.) is calculated from the grade received in each course as follows:

$$\text{OGPA} = \frac{\sum (\text{Grade point in a course} \times \text{Credit hrs of that course})}{\sum (\text{Credit hrs of each course})}$$

- 8.12. Those students who appear for the back log examination (appearing in the fifth semester) will be required to pay examination fee.

- 8.13. Examination schedule once announced shall not be changed.
- 8.14. No tests/examinations shall be postponed on the grounds of failure of electric supply.
- 8.15 There will be 5 marks out of 10 marks already assigned for assignment for Behavioral evaluation indicating parameter for the purpose may be like Initiatives, Group Behavior, Leadership Skills, Learning Attitude, Participation in class discussion, Problem Solving attitude, Emotional Intelligence, Managing Time and Stress.
- 8.16 No special tests/examination shall be held for students who miss it on grounds like being in police custody or attendance in court.
- 8.17. Separate rules are prescribed for cases of unfair means and indiscipline in the tests/examination.
- 8.18. The Coordination Committee of the Vice-Chancellor's has decided that the decision to re-conduct the examination in the papers in which students have staged walkout or boycott shall vest with the Chancellor. The students, therefore, need not approach the University authority in this regard.
- 8.19 The final project work of MBA students will be evaluated by external examiner. You need to follow the guidelines mentioned in Dean-PG Rules and instructions given time to time in this regard by the institute
- 8.20 For PhD work, students must refer Dean PG rules.

9. LIBRARY

- 9.1. Every student will be issued four library cards.
- 9.2. Library cards / books / periodicals / journals are non-transferable.
- 9.3. The library facility can be accessed during office hours on all working days. Book issue timings shall be from 2.00 PM to 4.00 PM and deposit on working days.
- 9.4. The Library will remain closed during lunch break.
- 9.5. Mishandling of books / periodicals / journals such as tearing of pages, marking of any kind, disfiguring of books / periodicals / journals will result in payment of fine on part of the concerned student as decided by the Library Incharge.
- 9.6. In case any book / periodical / journal is lost, it has to be replaced by the student/ pay double the charge of the publication.
- 9.7. Journals/magazines/periodicals/reports and newspapers are meant to be referred in the library premises only.
- 9.8. Books once issued should be returned within seven days. Books can however be reissued subject to their availability.
- 9.9. A fine of Rs. 2 per day per book from the defaulters will be charged for first seven days and thereafter Rs.20 per day.

10. INDISCIPLINE

10.1. General Information

- 10.1.1. These rules shall be known as enforcement of student's discipline and good behaviour rules.
- 10.1.2 These rules shall apply to students of IABM, SKRAU, Bikaner irrespective of place and manner of the act of **indiscipline** committed by them.

10.2. Indiscipline includes:

- 10.2.1. Continued irregularity in attendance, en-masse abstaining from classes and negligence in the work assigned.
- 10.2.2. Causing disturbance or nuisance of any kind including lockout and *gherao* in classrooms, institute premises, library, hostel, play ground and other places where the students are officially sent for curricular or extra-curricular activities.
- 10.2.3. Acts of disobedience and defiance of orders, rules and regulations.
- 10.2.4. Misconduct or misbehaviour or use of unfair means in connection with curricular or extra-curricular activities, functions, examinations and tests of all kinds.
- 10.2.5. Misconduct or misbehaviour towards a member of the teaching / non-teaching staff of the institute/ university, member of any of the statutory bodies of the university or any visitor of the university or institute or the fellow student(s).
- 10.2.6. Causing damage to the property of the Institute or the University, disfiguring or abusing the property including library books and periodicals.
- 10.2.7. Instigation / spreading misleading reports or rumours.
- 10.2.8. Keeping / using / supplying intoxicating drinks or drugs in the Institute / University campus including hostels and playground.
- 10.2.9. Refusal to produce Identity Card on demand.
- 10.2.10. Involvement in any criminal activity or offence during the course of study inside or outside the University campus.
- 10.2.11. Possession of arms and weapons.
- 10.2.12. Any other act in the opinion of disciplinary authority considered being an act of indiscipline.
- 10.2.13. Impersonation on any occasion.

10.3. Supervision of Discipline and Sharing of Responsibility:

10.3.1 Discipline shall be supervised at different levels and the responsibility in this behalf shall be shared by:

- Director of the Institute
- Examination Incharge and Course Coordinator
- Members of the Teaching Staff
- Librarian of the Institute /Warden of the Hostel

10.4 Powers of the Authority:**10.4.1. Director of the Institute**

Director of the Institute within his/her jurisdiction shall have the following powers to impose any one or a combination of penalties mentioned here under:

- Issue warning.
- Impose fine upto INR2000/-

- Imposition of security deposit which might be confiscated at his discretion in the event of the student being found guilty of indiscipline, which will also include misdemeanor.
- Placement on conduct probation.
- Temporary or permanent withdrawal of concessions / aids / stipends / scholarships / fellowships / any other facility.
- Debar a student from attending classes upto fifteen days.
- Permanent or temporary expulsion from hostel.
- Deprive a student of library facilities.
- Debar a student from participation in games / sports or any other co-curricular activities. Disqualify a student from appearing at the examination including all types of tests.
- Expel a student upto two academic sessions / four semesters.
- Rusticate a student upto two academic sessions / four semesters.
- The Director may refer a matter to the Vice Chancellor, in case the same requires action at his level.

10.4.2. Examination Incharge and Course Coordinator

- Examination Incharge and Course Coordinator of the Institute within their jurisdiction shall have the following powers to impose any one or a combination of penalties mentioned here under:
- Issue warning.
- Impose fine upto INR 500/-
- Debar a student from attending classes in the course concerned or in any co-curricular activities for upto seven days.
- Report cases deserving severe punishment to the Director.

10.4.3. Members of the Teaching Staff

Members of the Teaching Staff of the Institute within their jurisdiction shall have the following powers to impose any one or a combination of penalties mentioned here under:

- Issue warning.
- Impose fine upto INR 400/-
- Debar a student from his / her classes upto three days.
- Report cases deserving severe punishment to the Director.

10.4.4. Librarian

Librarian of the Institute within his/her jurisdiction shall have the following powers to impose any one or any combination of penalties mentioned here under:

- Issue warning.
- Impose fine upto INR 400/-
- Debar a student from the use of Library for a period upto two weeks under intimation to the Director of the Institute.

10.4.5. Warden

Warden of the Hostel of the Institute within his/her jurisdiction shall have the following powers to impose any one or any combination of penalties mentioned here under:

- Issue warning.
- Impose fine upto INR 400/-
- Permanent or temporary expulsion of the student from the Hostel.
- Refer cases deserving severe punishment to the Director through proper channel.

10.5. Unfairmeans - All matters related to unfairmeans used in examinations will be dealt as per the University rules.

11. HOSTEL ADMISSION AND CONDUCT

- 11.1.1. Students desirous of joining the hostel shall submit applications to the Director on prescribed form.
- 11.1.2. The Warden will allot the rooms in the hostel and ask students to deposit the hostel fee as per rules. The Warden will endorse a copy of allotment of hostel accommodation to the institute office for record.
- 11.1.3. On allotment of a seat to a student in the hostel, the student will obtain necessary furniture and other articles and give a receipt of the articles received on a register meant for the purpose. While leaving the hostel, the student should handover complete charge of the room to the Warden.
- 11.1.4. The room/seat once allotted is final and the student at his own shall make no changes. Permission of the Warden must be obtained for any change.
- 11.1.5. The ragging of the students is strictly prohibited. Any student found guilty of this will be punished severely, which may include removal from hostel and institute.
- 11.1.6. Students may be allowed to stay in the hostel till he/ she is registered with IABM and fulfill all requirements of stay in the hostel.
- 11.1.7. Lighting fire or preparing food or other eatables in the rooms is not permissible. Students are not allowed to carry food to the room from the kitchen/dining hall without the permission of the Warden.
- 11.1.8. Students should not temper with the electric fittings and wifi settings of the hostel. Students may keep iron box without charges but for Air cooler, heater and electrical rode, the charges will be INR 3000/- annually for each appliance.
- 11.1.9. Students are not allowed tempering with Wi-Fi system else liable for group/ individual punishment.
- 11.1.10. Any loss or damage done to the hostel property, furniture, taps, electric fittings, utensils etc. by a student shall result in payment of fine on his part. If not traceable with any particular member, the cost of the /loss will be recovered from all the students collectively.
- 11.1.11. The rooms of the students are liable to be checked at any hour and if need be the same may be opened even in the absence of the concerned student.

- 11.1.12. Students shall not order the hostel servants and shall not interfere with their work. In case of misconduct or unsatisfactory service on the part of the servants, students shall immediately report the matter to the Warden.
- 11.1.13. Items of common use such as magazine, newspaper, radio, television, utensils etc. should not be taken to the rooms.
- 11.1.14. Absence from the boys hostel after 10:00 p.m. in summer and 9:00 p.m. in winter will be considered as serious offence. The Warden may grant permission to stay out for a night, which shall generally be not granted for more than once a week.
- 11.1.15. Absence from the girls hostel after 7.00 pm in summer and 6:00 p.m. in winter will be considered as serious offence. Timings are according to security matter permitted for girls in College of Community Science area. The Warden may grant permission to stay out for a night, which shall generally be not granted for more than once a week.
- 11.1.16. Students shall not keep large sums or valuables in their rooms. The hostel authorities accept no responsibility for the goods lost by the students. Strict disciplinary action shall be taken against the student violating these rules or thereby creating complications for the authorities.
- 11.1.17. Students shall not put up notices or convene meetings of any sort under any circumstances, anywhere in the hostel compound, without taking prior permission from the Warden. Students making noise in the hostel are liable for group punishment.
- 11.1.18. Students should not misuse or waste electricity and water in the hostel.
- 11.1.19. Students are expected to keep oil lamp or candles for emergencies (power failure).
- 11.1.20. At the time of vacation, the students are required to leave the hostel within 24 hours unless otherwise permitted by the Warden. Anyone disobeying this rule is liable to disciplinary action.
- 11.1.21. Silence must be observed in the hostel at the hours when students devote time to studies.
- 11.1.22. Students are not expected to leave the station without obtaining prior permission of the hostel / institute authorities in writing.
- 11.1.23. Throwing out waste papers, spitting, defacing and committing nuisance on the premises of hostel or any other kind of nuisance are punishable offences. The students are expected to maintain their rooms in a tidy condition.
- 11.1.24. Intoxication in any form is an offence and the students found intoxicated shall be liable to punishment including removal from the hostel.
- 11.1.25. Keeping of weapons and intoxicants in the room will be treated as an offence and students will be liable to punishment including removal from the hostel.

- 11.1.26. Students should not patronize peddlers, barbers, dhobies etc. unless they have permission from the Warden. Generally, no unauthorized person will be allowed to enter the hostel.
- 11.1.27. In case of any problem or any quarrel in the hostel premises, the concerned students should report the matter in writing to the Warden, immediately. Direct approach to higher authorities would be considered as an act of indiscipline.
- 11.1.28. Misconduct, disobedience to the hostel authorities and breach of hostel rules shall be liable to fine, suspension or removal from the hostel / institution.
- 11.1.29. Students should take prior permission for keeping a guest in the hostel (near to IABM) guest room. Charges for ground floor guest room will be at par with dormitory and first floor guest room will be at par with University guest house.
- 11.1.30. No ex- student/ alumni will be allowed to stay in the hostel for any reason. Only members who are invited by the institute will stay in hostel guest room.
- 11.1.31. Visitors and guests will be required to sign in the register meant for the purpose in each hostel.

12. RAGGING

- 12.1 In order to curb the menace of ragging in institutions offering higher education, the UGC has prepared Regulations which had been approved by the Commission in its meeting on June 4, 2009 and the same have been circulated to all universities established or incorporated by or under a Central Act / Provincial Act or State / UT Act and all institutions deemed to be universities under Section (3) of UGC Act, 1956. Ragging is totally banned in the institute and considering it as a criminal offence, strict disciplinary action will be taken against students indulging in ragging. Students admitted in the institute along with their parents / guardians will be required to submit an affidavit as per the UGC guidelines.

Considering the gravity of the matter and the suffering undergone by the concerned students including suicides reported from different parts of the country, the Govt. of India has issued directives of the Hon'ble Supreme Court of India to all educational institutions for combating the menace of ragging.

- 12.2. The undermentioned Anti Ragging Squad and Anti Ragging Committee will function during the academic session 2024-25.

Anti Ragging Squad	Anti Ragging Committee
1. Dr. Amita Sharma, Asstt. Prof. 2. Mr. Sajjan Singh, A. S. O. 3. Ms. Shruti Mehra, Clerk Gr-II	1. Dr. I. P. Singh, Director 2. Dr. Aditi Mathur, Asst. Prof. 3. Mr. Vivek Vyas, Asst. Prof. 4. Sh. Deepak Mathur, Clerk Gr-I

- 12.3. The Committee for Prevention of Sexual Harassment at Work Place for the academic session 2024-25 is as under:

1. Dr. Amita Sharma, Asstt. Prof., IABM
2. Dr. Aditi Mathur, Asstt. Prof., IABM
3. Mr. Vivek, Asstt. Prof., IABM
4. Dr. Seema Tyagi, Asstt. Prof., DPM&E
5. Mr. Deepak Mathur, A. S. O., IABM
6. Ms. Shruti Mehra, Clerk Gr- II & Girls' Hostel Assistant

- 12.4. All the students of IABM, particularly of Second Year, are hereby advised not to involve themselves in any activity / incident which may be considered as ragging and demands action as per the law.
- 12.5. Any student found guilty of being involved in any ragging activity will be punished as per the rules applicable.
- 12.6. Any incident of ragging involving the students of IABM should be immediately brought to the notice of the Anti-Ragging Committee / Anti Ragging Squad for taking immediate action.
- 12.7. Students in distress owing to ragging related incidents can access the National Anti-Ragging **Helpline 1800-180-5522 (Toll Free)** for contact M/s Syrex Infoservices India Pvt. Ltd., J-1, Udyog Nagar, Rohtak Road, Peera Garhi, New Delhi- 110041. You can also visit antiragging.in or contact Alka Tomar, Chairperson, Centre for Youth (C4Y), UGC National Anti-Ragging Monitoring Agency at **98180445, 011 411 9005**, alka.tomar@c4yindia.org, antiragging@c4yinndia.org.

13. CONTACT DETAILS OF IMPORTANT PERSONS:

Dr. I. P. Singh, Director, IABM, SKRAU (Faculty Chairman)	9950466311	director@iabmbikaner.org
Dr. Aditi Mathur, Asst. Prof., ADSW, I/C Placement, Examination, Summer Internship, Hostel Warden- Boys	9352132028	aditi@iabmbikaner.org
Dr. Amita Sharma, Asst. Prof., Course Coordinator, DDO, , I/C Student Section, Scholarship and Library, Hostel Warden- Girls, IABM Media Cell (Digital for Students)	9413372313	amita@iabmbikaner.org
Mr. Vivek Vyas, Asst. Prof., Nodal Officer, IABM, SGNR, I/C Admission, Sports, Media Reporting	7597390988	vivek@iabmbikaner.org
Shri Sajjan Singh, A.S.O., Accountant, Hostel Assistant (Boys hostel)	9982513847	sajjan_68@rediffmail.com
Shri Deepak Mathur, A.S.O., Stores Keeper	9529207058	Deepakmathur136@gmail.com
Ms. Shruti Mehra, Clerk Gr-II, Student Section, Library, Hostel Assistant (Girls Hostel)	8209698255	Shrutimehra1790@gmail.com

Student section email id- students-section@iabmbikaner.org Other Important University Officers: You can see the page [http://raubikaner.org/contact us/](http://raubikaner.org/contact-us/)

“Our duty is to encourage everyone in his struggle to live up to his own highest idea, and strive at the same time to make the ideal as near as possible to the Truth.”

(Swami Vivekanand)

