# RAMA UNIVERSITY UTTAR PRADESH, KANPUR

## FACULTY OF COMMERCE AND MANAGEMENT

# ORDINANCE, RULES, REGULATIONS

## UNDER NEP 2020

**[Effective from the Session 2025-26]**

# MBA

## (Agri-Business Management)

**1st Year and 2th Year**

# ORDINANCE, RULES, REGULATIONS UNDER NEP 2020

## For

### MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree

The New Education Policy 2020 emphasizes on student skill development to equip them to build academic and industry-specific abilities in order to gain understanding of business practices, give in-depth knowledge of the academic disciplines and applied functional areas necessary to meet the requirements of business enterprises and the industry and be absorbed into the industry. This MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree programs will allow students to finish the courses at their own speed, with the option of multiple entry and exit at various levels beginning in the academic year 2025-26.

**1. Title**

These regulations shall be called regulations for the MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree programs in Faculty of commerce & Management of the University.

**2. Eligibility & Credit Requirement of the Course**

i. Successfully completed a **Bachelor's degree (Level 5)** in any discipline from a recognized university/institution. These criteria are specified in the UGC Guidelines for the Multiple Entry and Exit Scheme in Academic Programs Offered in Higher Education.

ii. The course of study shall be by regularly attending the requisite number of lectures, tutorials and practical training.

iii. The odd semesters shall ordinarily be from July to December; however, the First semester shall ordinarily begin from August/ September. The even semesters shall be from January to till June subject to change, if any notified by the Vice Chancellor and other competent authorities; from time to time. The periods are inclusive of the time for examinations.

iv. A candidate, who has failed twice in first year due to any reason (either due to his/her non-appearance or he/she being not permitted to appear in semester examinations) shall not be allowed to continue his/her studies further subject to clause 9.

v. The maximum period allowed to complete the MBA program is 4 academic years from the initial date of admission.

**vi. Multiple Entry and Exit Options:**

As per NEP 2020 and the UGC Guidelines on Curriculum and Credit Framework for Postgraduate Programmes (2022), the 1-Year MBA program (Level 6.5) is permissible under the following eligibility condition:

- The candidate must have completed a 4-year undergraduate degree (Honours or **Honours** with Research) (Level 6) in any discipline with a minimum of 75% marks or equivalent CGPA and/or as per specific institutional norms.

| Exit Level | Duration | Award | Credit Requirement |
|---|---|---|---|
| After 1st Year (2 Semesters) | 1 year | Postgraduate Diploma in Agri-Buisness Management | 56 |
| After 2nd Year | 2 years (Full MBA) | MBA (Agri- Business Management) Degree | 95 |

**Entry and Credit Requirements at various Levels of MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree**

| | | |
|---|---|---|
| **Level 6. 0: MBA (ABM)** | **Entry requirements** | An individual seeking admission to the MBA (ABM) 1st Year program must have successfully completed a 3-year or 4-year undergraduate degree in any discipline from a recognized university or institution. Candidates must have secured a minimum aggregate of 50% marks (or equivalent CGPA) at the undergraduate level. |
| | **Credit requirements for a PG Diploma in (ABM)** | The first year of PG program must be successfully completed in its first year, or the first two semesters, with credit hours 48. An exit 8-credit skills-enhancement course must then be completed, with at least a 6-credit job-specific internship or apprenticeship required and one skill enhancement course of 2-credit offered by institute in accordance with UGC guidelines to help graduates acquire job-ready skills competencies required to enter the workforce. |

| | | |
|---|---|---|
| **Level 6. 5: MBA (ABM)** | **Entry requirements** | Continuation of MBA (ABM) or Lateral Admission into the Second Year of the MBA (ABM) Program, Candidates must meet the specified entry requirements, which include academic attainments as defined in the program regulations. Eligibility will be determined through a thorough review of documented evidence |
| | | Lateral Entry provision is available for students who have completed a four-year undergraduate degree with Research or Honors from a recognized institution. Such students are eligible for direct admission into a one-year MBA (ABM) Program. |
| | **Credit requirements for a PG Degree MBA (ABM)** | The successful completion of the two years (Two Semesters/ Four semesters) of the PG programme involving at least a range of 47/95 credit-hours. |

*** Those who want to exit after 2nd Semester They have to qualify compulsory skill enhancement courses of 2 credits (1 SEC course of 2 credit) and 6-credit job-specific internship or apprenticeship, as outlined in the UGC Guidelines.**

**Credit Requirements and Qualifications at different levels on the NHEQF:**

The level of MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree programmes shall be as per the National Higher Educational Qualification Framework (NHEQF). As per the guidelines, the number of credits to be earned at each level is as under:-

| NHEQF Level | Nomenclature (qualifications within each level) | Credit earned without exit option | Credit earned with exit option |
|---|---|---|---|
| **Level – 6** | **Post Graduate Diploma in Agri-Business Management** for those who have successfully completed One Year (two semesters) of the Post Graduate programme | 48 | 56 |

| | | | |
|---|---|---|---|
| **Level – 6.5** | **MBA (Agri-Business Management)** for those who have successfully completed Two Years (four semesters) of the Post Graduate programme | 95 | - |
| **Level – 6.5** | **MBA (Agri-Business Management)** for those who have successfully completed One Year (Two semesters) completed after a four-year undergraduate degree with Research or Honors (Level 6) | 53 | - |

**3. Medium of Instruction**

The medium of instruction and examination shall be in English only.

**4. Number of seats**

Number of students to be admitted each year and the number of batches shall be decided and notified by the University from time to time; based upon the Rules, instructions and Notifications issued by UGC.

**5. Admission**

**5.1.** Admission to MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree programme will be made as per the rules prescribed by the Academic Council of the Rama University, Kanpur.

**5.2.** Admission on migration of a candidate from any other University to the University is permitted.

**6. Eligibility for Admissions:**

**Admission to MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree programme** must have passed basic eligibility criteria i.e.10 + 2+ 3 exam or its equivalent from any recognized Central / State Board with 50% marks.

or

must have passed basic eligibility criteria i.e.10 + 2+ 4 exam or its equivalent from any recognized institutions with minimum 75% marks.

**7. Procedure for Admission**

At the relevant time admission to the course shall be governed by The Acts, Statutes and Ordinances in force and issued by the University. Admission to the Course shall be made strictly on the basis of the merit of the Entrance Test (RUET).

Provided that while making admission to the course reservation policy of the Government of Uttar Pradesh governing admission to higher educational Institutions issued from time to time shall be applied

**8. Fee**

A student shall pay the fee prescribed by the University from time to time

**9. Attendance**

**9.1** Every student is required to attend all the lectures, tutorials, practicum and other prescribed curricular and co-curricular activities. The attendance can be condoned up to 25% on medical grounds or for other genuine reasons beyond the control of students.

**9.2** A further relaxation of attendance up to 10% for a student can be given by Dean provided that he/she has been absent with prior permission of the Head of Department for the reasons acceptable to him.

The Vice Chancellor may further condone attendance shortage up to 5% on genuine grounds. However, under no circumstances, a student with an attendance of less than 60% in a subject shall be allowed to appear in the semester-end examination of that subject. Provided that the late admitted students in the first semester of any course maintain at least 75% attendance (including medical and other reasons) from the date of their admission.

**9.3** No student will be allowed to appear in the end semester examination if he / she do not satisfy the overall average attendance requirements of Clause Nos. 9.1, and 9.2 and such candidate(s) shall be treated as having failed and will be further governed by clause no. 2.5

**9.4** The attendance shall be counted from the date of admission in the college or start of academic session whichever is later.

**10. Curriculum:**

**10.1** The 2 Year curriculum has been divided into 4 Semesters and shall include lectures, tutorials, practical's, projects etc. in addition to industrial training and Research Project Report etc. as defined in the scheme and executive instructions issued by the University from time to time.

**10.2** The curriculum will also include such other curricular, co-curricular and extra-curricular activities as may be prescribed by the University from time to time.

**11. Teaching**

The objective of classroom education is to awaken the curiosity of the student, generate habits of rational thinking in him, gear his mind to face the unfamiliar and train him to stand on his own. Classroom instruction helps the student in the organization and correlation of facts, comprehension of ideas and the creative use of knowledge.

The teacher also has the additional responsibility to make the student search for knowledge on his own and induce him to use additional facilities like the library, lab and the environment, to optimize his learning process. Self-study by the student would therefore form an important factor in the planning of teaching and evaluation. The student is required to cooperate and respond to this challenge.

Every course whether single-section or multi-section is conducted by a member of the faculty called instructor-in-charge, with the assistance, wherever necessary, of the required number of instructors who will be partners with him in meeting the full academic perceptions and organizational needs of teaching the course and evaluating the students. Wherever the instructor-in-charge is mentioned hereafter, it connotes the team of instructors, acting as one entity under his captainship.

The instructor-in-charge should make a comprehensive plan in respect of conducting the course even before the semester begins.

In a multi-section course, all instructors must remain in continuous interaction in order to ensure a smooth operation of the course. While recognizing variations due to personal attitudes and styles, it is important that these are smoothened out so that the operation and grading in different sections in a course, indeed between courses across the faculty, are free from any seeming arbitrariness.

At the beginning of class work, the instructor, in-charge/instructor must announce to his class/ section through a Course Handout/Lesson Plan, the necessary information in respect of

(i) the operations of the course (its pace, coverage and level of treatment, textbooks and other reading assignments, home tasks etc);

(ii) various components of evaluation, such as tutorials, home assignment, several quizzes/tests/examinations (announced or unannounced, open book or closed book), regularity of attendance, etc.

(iii) the frequency, duration, tentative schedule, relative weightage etc., of these various components;

(iv) the broad policy which governs decisions about make-up;

(v) mid-semester grading;

(vi) grading procedure (overall basis, review of border line cases, effect of class average etc.

(vii) Chamber consultation hours and other matters found desirable and relevant.

**12. Examination:**

**12.1** The performance of a student in a semester shall be evaluated through continuous evaluation and end semester examination. The continuous evaluation shall be based on Mid Term Examination, assignments/tutorials, quizzes/viva-voce/ seminars/ presentations and attendance. The marks for continuous evaluation (Sessional marks) shall be awarded at the end of the semester.

The end semester examination shall be comprised of written papers and viva-voce, inspection of certified course work in classes and design reports or by means of any combination of these methods.

**12.2** The distribution of marks for sessional, end semester theory papers, practical and other examinations, seminar, project, industrial training shall be as prescribed.

**12.3** The marks obtained in a subject shall consist of marks allotted in end semester theory paper and sessional work.

**12.4** To qualify a subject a student is required to secure

a. Grade 'Q' will be given for qualified & Grade 'NQ' will be given for not qualified for all qualifying papers.
b. A candidate must secure a minimum of 33% marks in all core and elective subjects in both internal + external in aggregate.
c. A candidate must secure minimum 40% marks in all skill development courses (Ability-Enhancement Compulsory Course & Skill-Enhancement Elective Course).

**12.5** The minimum pass marks in a project/practical subject (including sessional marks if any) shall be 40%.

**12.6 The** maximum marks of each subject (core, skill, comprehensive viva, dissertation, practical etc.) is 100. The internal assessment will be of 25marks and external assessment will be of 75 marks.

**12.7** The minimum pass marks in Seminar, Internship, Research project, Dissertation and Viva-Voice etc shall be 40%.

**12.8** In Non-Credit Courses (Non grading courses) a student's must secure 40% marks to qualify the courses.

**12.9** No Grace Marks shall be given.

**13. Evaluation Feedback**

Just as evaluation is done in continuous manner, feedback should also be available in a continuous manner. Thus, the answer scripts must be promptly evaluated, shown to the students for them to obtain any clarification on their performance and returned to the students whenever practical. The performance of the students in the examination should be discussed in the class giving as much details as possible like the highest, lowest and average performances. Solutions with marking schemes are displayed soon after a test.

**14. Promotion:**

**14.1** A candidate satisfying all the requirements under clause 23 shall be promoted to the next academic year of study.

**14.2.** (a) A candidate shall be eligible for provisional promotion to the next academic year of study provided:

(i) He/She should either completely clear all the subject of any of the semester of an academic year or earn the credit greater than or equal to the minimum credits of either of the semester of that academic year.

(ii)In yearly result, a student shall be declared PASS only if he/she secures above grades in all the subjects and minimum Semester Grade Point Average (SGPA) of 5.0, in each semester of an academic year.

(b) If a candidate satisfies the requirement of clauses 14.2 a(i) but fails to satisfy the requirement of clause 14.2 a (ii), he/she shall be eligible for provisional promotion with carry over. He/she may choose up to a maximum of any four theory papers for carryover of that particular academic year as per his/her choice to pass the examination of that year.

**14.3** All other candidates who do not satisfy conditions laid down in clause 8 shall be declared fail and shall be required to repeat the whole academic year after taking re-admission. This facility is, however, subject to the time limits stipulated in clause-2.

**15. Carryover System/ Improvement System:**

**15.1** A candidate shall not be able to appear for the all examinations of entire two semesters simultaneously.

**15.2** A Student, who does not satisfy the requirements of clause 12.4, 12.5, 12.6 ,12.7 & 12.8 will be required to appear in those theory papers / practical's in which he/she failed. However, a student will be allowed to appear in those theory/ practical subjects back paper examination for odd (even) semester papers in odd (even) semester.

**15.3** For satisfying clause 14.3, a candidate shall be required to exercise his/her choice up to a maximum of three theory papers in which he/she desires to appear in the examination for improving his/her SGPA. He/she shall inform the college about his/her choice within 15 days after the start of new session.

**15.4** The highest marks secured in any subject in various attempts (end semester and carryover examinations) shall be considered.

**16. Ex-studentship:**

**16.1** A candidate opting for ex-studentship shall be required to appear in all the theory & practical subjects in the end semester examinations of both semesters of the same academic year. However, the marks pertaining to Sessional, Industrial Training, and Seminar shall remain the same as those secured earlier.

**16.2** A candidate opting for ex-studentship shall be required to apply to the Faculty of Commerce &Management by paying only examination fee within 15 days from the start of new session.

**17. Re-admission:**

A candidate may be allowed for re-admission provided he/she satisfies one of the following conditions:

**17.1** A candidate is declared fail.

**17.2** A candidate did not appear in a semester examination / or he/she was not granted permission to appear in the examination.

**17.3** A candidate has been detained by the department and subsequently has been permitted to take re-admission.

**17.4** A candidate as an ex-student passed the examination of the academic year or qualified for carryover system.

**17.5** A candidate promoted with carry over subjects and he/she opted for re- admission.

**18. Results:**

**18.1**The result of a candidate shall be declared on the basis of performance of both semesters of the same academic year. However, a final year student, who is not permitted in any one of the final year semester examinations due to shortage of attendance, will be permitted in that particular semester of the next academic session to study as a regular student and appear at that semester examination.

**18.2** Result of the final year shall be declared on the basis of working out Grand Total by adding marks of all the years of study in the following ways:

(a) For candidates admitted MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree program as per clause 6

| | | |
|---|---|---|
| I Year | 100% of aggregate marks | For PG Diploma |
| II Year | 100% of aggregate marks | For PG Degree |

**19. Award of Division:** The division shall be awarded on the basis of result of all eight semesters.

**20. Calculation of Grade Point and Grade Point Average**

Relative grading shall be adopted at the Faculty of Commerce and Management, Rama University. The list of letter grades, the grade points associated with them are given on next page:

| Grade | Description | Range of Marks | Grade Points |
|---|---|---|---|
| O | Outstanding | 91-100 | 10 |
| $A^+$ | Excellent | 81-90 | 9 |
| A | Very Good | 71-80 | 8 |
| $B^+$ | Good | 61-70 | 7 |
| B | Above Average | 51-60 | 6 |
| C | Average | 41-50 | 5 |
| P | Pass | 33-40 | 4 |
| F | Fail | 0-32 | 0 |
| Q | Qualified | | |
| NQ | Not Qualified | | |

In order to arrive at alphabet grades, the total marks in a particular course for all the students pursuing the course are tabulated in the descending order (equivalently a histogram).
The performance of the course is analyzed in terms of the highest, lowest and the average marks and the dividing lines between the clusters of students. Gaps and dips between the clusters and the nature of the clusters guide in drawing the dividing lines between the grades. In a normal class of large size, the C grade usually covers the average performance. This is, however not a hard and fast rule and exceptions may arise in case of small classes, skewed histogram etc. Borderline cases may be considered individually on the basis of regularity and the attendance, class room discussions, progressive good performance throughout the semester, etc.

## 20.1 Calculation System of Semester Grade Point Average:

- Computation of the Semester Grade Point Average (SGPA) and Cumulative Performance Index (CPI):

The SGPA is an indicator of the overall academic performance of a student in all the courses he/she has registered during a given semester. It is computed as follows: If the grades awarded to a student are $G_1$, $G_2$etc in courses with corresponding credits $C_1$, $C_2$ etc, the SGPA is given by:

$$SGPA = \frac{C_1 \times G_1 + C_2 \times G_2 + \cdots + C_n \times G_n}{C_1 + C_2 + \cdots + C_n}$$

- The CPI indicates the overall academic performance of a student in all the courses registered up to and including the latest completed semester/summer term. It is computed in the same manner as the SGPA, considering all the courses (say, n) and is given by:

$$CPI = \frac{\sum_{i=1}^{n} C_i \times G_i}{\sum_{i=1}^{n} C_i}$$

- Percentage conversion of CPI:

$$\textbf{Percentage of marks} = CPI \times 9.5$$

- CPI conversion

| | |
|---|---|
| **≥8 CPI** | **I Division** |
| **≥6 CPI** | **I Division** |
| **≥5 CPI** | **II Division** |
| **<5 CPI** | **Fail** |

**21. Award of Rank:**

On the basis of final year result, the top ten candidates in academic year shall be awarded rank according to their merit provided they pass all the examinations in first attempt.

**22. Reports**

At the end of the course, in certain situations, the instructor-in-charge may report certain events/facts in suitable words, in place of grades discussed earlier. These reports are not to be construed as grades. The various reports listed below are elaborated in the subsequent clauses.

- Incomplete (I)
- Grade Awaited (GA)
- Withdrawn (W)
- Registration Cancelled (RC), Required to Register (RR), Discontinued from the Program (DP)
- Not Cleared (NC)

**Incomplete (I)**

If the instructor-in-charge finds a student having not fulfilled some of the requirements of a course before the final deadline for transmitting the grade, and he is satisfied that he is able to transmit some grade or a report with or without this particular fulfillment, but at his discretion wishes to give the student an opportunity, he may, within the deadline, send a report 'I' (Incomplete) and also inform the student of the same. It shall be the responsibility of the student to contact the instructor-in-charge in time for replacement of the 'I' report within two weeks after the end of the semester (and within one week after the end of summer term, for a summer term course) which the instructor-in-charge will communicate whatever grade/report is possible for the situation. Whenever such relaxation is made, the Dean/Director will specify at his discretion, with the consent of the instructor-in-charge, the date by which 'I' report has to be converted.

The requirement envisaged in the above clause must be completed within the time allowed. If the extra time given goes beyond the registration in the next semester/term, registration in the next semester/term is not possible. The student in such a situation should seek permission to stay away as per the above clause

**Grade Awaited (GA)**

There are many situations where operational and practical difficulties may cause a delay in the communication of a grade. Certain situations which are visualized in this connection are:

(i) where a case of unfair means is pending;

(ii) where a case of indiscipline is pending. In these circumstances the Dean may authorize the instructor-in-charge to report GA (Grades Awaited).

A student may also get a "GA" report if he has, due to a genuine reason not been able to appear for an examination on the scheduled date and his request for make-up has been granted. In such a case, the student should ensure by the end of the term that either:

- He takes the make-up examination and convert the "GA" report onto a letter grade or
- He makes an application to the Dean/Director, through Instructor in Charge to convert "GA" report into a "NC" report.

Whenever the report GA appears in the grade sheet, a student will not be allowed to register for the subsequent semester, until the student takes steps to convert "GA" report into a letter grade or "NC" report.

**Withdrawn (W)**

A student may seek withdrawal from the course(s) in a semester for any of the following reasons:

- The student is unable to register for the course(s) for a genuine reason.
- The student is unable to cope up with the normal load and withdraws from the course(s) to reduce his academic load for a particular semester.

The request for withdrawal should be made to the Dean of the faculty, within two weeks of the commencement of the semester in case of

(i) above and within the stipulated duration as specified in the academic calendar in the case of

(ii) In such cases the grade sheet/transcript of the student will indicate 'W' (Withdrawn against the course(s) from which the student has withdrawn his registration. The student will have to register for the course(s) when it is offered next and obtain a valid letter grade. If the course with 'W' report is a prerequisite course for another course, the registration to the course is possible only on obtaining a valid letter grade in the prerequisite course with 'W' report. If the withdrawal is made after the due date, the event will be reported as "RC" or "DP" as the case may be.

**Registration Cancelled (RC) or Required to Register (RR) or Discontinued from the Progamme (DP)**

If a student's registration for a course has to be cancelled, this fact will be reported in the grade sheet as RC (Registration Cancelled). Registration would be cancelled and an RC is issued in the following cases:

- Cancellation is recommended as a part of disciplinary action for resorting to unfair means during examination or other unprofessional behaviour.

- Cancellation is recommended due to less than the minimum required percentage of attendance.
- Cancellation is recommended if a provisionally admitted student fails to submit the proof of necessary documents required for registration and/or does not satisfy the minimum eligibility requirements for the admission within the prescribed time limit.
- Cancellation is recommended when a student persistently and/or deliberately does not pay his dues.

RC itself has many meanings and may be reported as the following:

- When it is clearly known that the student will be required to register again in the same course, the event will be reported as RRA (Required to Register Again).
- If RC amounts to discontinuation from the program it will be reported as DP (Discontinued from the Program)
- If the cancellation of registration is not reported either as RRA or as DP but is reported as RC, it does not necessarily mean that it is free from any constraint. The meaning of the constraint has to be construed from the context in which the RC is reported.

**Not Cleared (NC)**

- If a student continued to remain registered in a course but gave the instructor inadequate opportunity to evaluate him by absenting himself from quizzes/tests/examinations/other components of evaluation, or by appearing in the same for the sake of appearance without applying himself to the task in hand or by submitting a blank script (answer book), these events would be reported as NC (Not Cleared).
- Whenever a student gets a NC report in a course irrespective of whether he has a grade in the course or not earlier to this event, the following will govern further action. It is to be noted that a NC cannot be ignored, except under the situations described below:
- Whenever a student gets a NC report in a course which is in the compulsory package of his program, he is required to register again in some course and get a valid grade therein.
- If a student has a NC report in a course taken as elective, he can either repeat the course to get a valid grade or ignore it to choose another course. However, a student must get valid grades in at least the prescribed number of electives in his program.
- Whenever a student's record has an NC in a course which remains unaccounted after a process of transfer has been completed it will not be possible for him to wipe out the NC report in such a course because this course is not a part of his program anymore; and he can graduate with this NC.
- If a student is reported NC in a project course (Summer Internship), it will be administratively converted to RC by the Dean and future registration in project courses will be done only if the Dean is satisfied with the genuineness of the candidate's interest in the course.
- If a student is reported NC in Dissertation, he will be required to register in the same for

one more semester to get it clear.

**23. Grade Sheet**

A student's grades, reports, CGPA, etc., at the end of every semester/term will be recorded on a grade sheet, a copy of which will be issued to him. The grade sheet will be withheld when a student has not paid his dues or when there is a case of breach of discipline or unfair means pending against him.

While registration with approval of appropriate authority consistent with these regulations is a token of permission to pursue studies, the grade sheet is a complete record of the outcome of what was intended in the original/amended/ revised registration. The various grades and reports discussed above would be appropriately used to tally the grade sheet with original/ amended/revised registration. It would be evident that this tally between what was registered for and what was obtained in terms of grades and reports will apply to all courses except the course, which was originally registered for, but subsequently replaced by another course through substitution.

- The tally is made on a course basis at the end of semester/term to determine which of the courses have been cleared. A course is deemed to have been cleared if the student obtains a grade in the course. However, mere clearing of the prescribed courses does not tantamount to fulfilling the requirements of graduation.
- While all the grades secured and other pertinent information for semesters are given in a grade sheet, the chronologically organized information from the grade sheets of a student with the necessary explanation constitutes his transcript which is issued at the time he leaves the Institute or at an intermediate point on request.

**24. Scrutiny and Revaluation:**

**24.1**Scrutiny shall be allowed in maximum three theory papers only as University norms.

**24.2**Revaluation shall be allowed in maximum three theory papers only as University norms.

**25. Unfair means:**

Cases of unfair means shall be dealt as per the rules of the University and The U.P. Public Examination (Prevention of Unfair means) Act if any in prevalence.

**26. Award of Sessional Marks:**

Sessional marks for theory subjects, practical and project shall be awarded as will be prescribed and at present the break-up of sessional marks shall be as follows:

**Evaluation Scheme:**

**Course without practical components**

**Continuous Evaluation (CE): 20 Marks**

1. Attendance: 10 Marks
2. Assignments/Quiz / Seminar/Term paper /Project :10 Marks

**MTE - Mid Term Examination: 20 Marks**

a. First Mid Term Examination: 10 marks
b. Pre-University Test: 10 marks

**ETE - End Term Examination: 60 Marks**

Make-up test may be held only for those students who could not appear in any one of mid-term class tests due to genuine reasons for which the prior permission from the Head of Department was taken. Make up test shall ordinarily be held about two weeks before the semester examination. The syllabus for the make-up test shall be the whole syllabus covered by the subject teacher up to that time.

**27. Award of Presentation, Summer Training, Final Research Project Marks at Department level:**

**27.1**The marks of Dissertation marks shall be awarded on the following basis:

| **Criteria** | **Internal** | **External** | |
|---|---|---|---|
| Dissertation | 25 | - | |
| Viva Voce | 25 | 50 | |
| **Total** | 50 | 50 | 100 |

**27.2** The marks in Dissertation Report shall be awarded by following members:

| | |
|---|---|
| **Internal: 50 marks** | By the Faculty Guide/Supervisor – 25 marks.<br>By Committee appointed by the Dean – 25 marks. |
| **External: 50 marks** | By External examiner appointed by the University - 50 marks |

**28. Cancellation of Admission:**

The admission of a student at any stage of study shall be cancelled if:

1. He / She is not found qualified as per UGC/AICTE / State Government norms and guidelines or the eligibility criteria prescribed by the University.

or

2. He / She is found unable to complete the course within the stipulated time as prescribed in clause 2.vi

or

3. He / She are found involved in creating indiscipline in the FCM or in the University.

**29.** The Academic Council shall have the power to relax any provision provided in the ordinance in any specific matter/situation subject to the approval of Executive Council of the University & such decision(s) shall be reported to the Chancellor of the University.

## Assessment Criteria

All courses of MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree program shall be evaluated by 100 marks. The subject shall be evaluated by 100 marks, out of which 40 marks shall be internal assessment and 60 marks for external assessment. Internal Assessment for 40 marks shall be as per the criteria given below:

| **Criteria** | **Marks** |
|---|---|
| Mid-term evaluation | 20 |
| Assignments/ Quiz / Seminar/Term paper /Project/ Community Services | 10 |
| Attendance | 10 |
| **Total Internal Assessment** | **40** |

Marks for Attendance shall be awarded as per the criteria given below:

| Attendance Percentage | Marks |
|---|---|
| 96%-100% | 100% of attendance marks |
| 91%-95% | 80% of attendance marks |
| 86%-90% | 60% of attendance marks |
| 81%-85% | 40% of attendance marks |
| 75%-80% | 20% of attendance marks |
| Below 70% | 0 |

All students should have a minimum of 75% attendance in all subjects, in order to appear in the end term examination / viva voce. The 75% criterion includes all leaves of absence – whether approved or not approved.

Students failing to obtain 75% attendance shall be required to repeat the course in the subsequent year, along with the next batch, to make up for the shortage of attendance.

Under extraordinary circumstances, a student with attendance below 75% shall be allowed to appear in the term exams / viva voce. This will be at the discretion of the Vice Chancellor of the University. Circumstances when such leniency shall be shown include:

a. Death of a blood relative – father, mother, grandfather, grandmother, brother or sister.

b. Extreme cases of health adversity requiring hospitalization of the student.

In such cases, the student shall be required to give a written application to the Vice Chancellor of the University, along with appropriate proof. In case of death of blood relative, an application from the parent(s) shall be considered.

***All faculty members shall maintain appropriate records and make them available to the University's examination centre at the end of the semester.***

**Credit system**

The MBA (Agri-Business Management) Diploma/ MBA (Agri-Business Management) 2 Year Degree/ MBA (Agri-Business Management) 1 Year Degree program has a total of 56 credits for 1 year PG diploma in Agri-Business Management 1 Year Degree program and 53 credits for One Year PG Degree in MBA (Agri-Business Management) progam and students are required to complete all courses as per their choice.

***Evaluation of Summer Internship Project***

Each student shall undergo practical training of four-six weeks immediately at the end of the second semester. The students are required to prepare three copies of their project reports of which two have to be submitted to the Faculty. The reports shall be submitted within three weeks of commencement of the third semester. The report evaluation shall carry 100 marks, out of which 50 shall be evaluated by an External Examiner appointed by the University, report shall carry 30 while the remaining 20 marks shall be evaluated by a Board of Internal Examiners (minimum two) appointed by the Dean, Faculty of Commerce & Management. The summer training Project shall be evaluated in the following manner:

The student at the end of the above mentioned semesters will present his/her report about the training before a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty guide would be a special invitee to the presentation. The seminar session shall be an open house session. The internal marks would be the average of the marks given by each member of the committee. Internal marks will also be evaluated by faculty guide/supervisor.

The marks by the external examiner appointed by the University would be based on the report submitted by the student which shall be evaluated by the external examiner and viva voce conducted of the student concerned.

| | |
|---|---|
| **Internal: 50 marks** | By the Faculty Supervisor – 25 marks.<br>By Committee appointed by the Dean – 25 marks. |
| **External: 50 marks** | By External examiner appointed by the University - 50 marks |

### *Evaluation of Dissertation Report*

During the fourth semester, each student shall undertake a project to be pursued by him/her under the supervision of a faculty guide/supervisor. In fourth semester, the candidates will have to submit a Dissertation Report on a problem / topic (from the specialization areas) to be assigned by the department Commerce under the supervision of a core faculty member of the department. The guide/ supervisor shall be appointed by the Dean, Faculty of Commerce &Management. Minimum three copies of Dissertation Report along with one soft copy in a CD shall be submitted at least four weeks prior to the commencement of the 4th Semester End Term Examination. The Dissertation Report shall carry 100 marks, out of which 50 marks shall be evaluated by an External Examiner appointed by the University while the 25 marks shall be evaluated by a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty supervisor would be a special invitee to the presentation and remaining 25 marks shall be evaluated by faculty supervisor. The Dissertation Report shall be evaluated in the following manner:

| | |
|---|---|
| **Internal:**<br>**50 marks** | By the Faculty Supervisor – 25 marks.<br>By Committee appointed by the Dean – 25 marks. |
| **External:**<br>**50 marks** | By External examiner appointed by the University - 50 marks |

### Calculation of Grade Point and Grade Point Average

Relative grading shall be adopted at the Faculty of Commerce & Management, Rama University. The list of letter grades, the grade points associated with them are given below:

| Grade | Description | Range of Marks | Grade Points |
|---|---|---|---|
| O | Outstanding | 91-100 | 10 |
| A+ | Excellent | 81-90 | 9 |
| A | Very Good | 71-80 | 8 |
| B+ | Good | 61-70 | 7 |
| B | Above Average | 51-60 | 6 |
| C | Average | 41-50 | 5 |
| P | Pass | 33-40 | 4 |
| F | Fail | 0-32 | 0 |
| Q | Qualified | | |
| NQ | Not Qualified | | |

In order to arrive at alphabet grades, the total marks in a particular course for all the students pursuing the course are tabulated in the descending order (equivalently a histogram).

The performance of the course is analyzed in terms of the highest, lowest and the average marks and the dividing lines between the clusters of students. Gaps and dips between the clusters and the nature of the clusters guide in drawing the dividing lines between the grades. In a normal class of large size, the C grade usually covers the average performance. This is, however not a hard and fast rule and exceptions may arise in case of small classes, skewed histogram etc. Borderline cases may be considered individually on the basis of regularity and the attendance, class room discussions, progressive good performance throughout the semester, etc.

**Calculation System of Semester Grade Point Average:**

- Computation of the Semester Grade Point Average (SGPA) and Cumulative Performance Index (CPI):

The SGPA is an indicator of the overall academic performance of a student in all the courses he/she has registered during a given semester. It is computed as follows: If the grades awarded to a student are $G_1$, $G_2$etc in courses with corresponding credits $C_1$, $C_2$etc, the SGPA is given by:

$$SGPA = \frac{C_1 \times G_1 + C_2 \times G_2 + \cdots + C_n \times G_n}{C_1 + C_2 + \cdots + C_n}$$

- The CPI indicates the overall academic performance of a student in all the courses registered upto and including the latest completed semester/summer term. It is computed in the same manner as the SGPA, considering all the courses (say, n) and is given by:

$$CPI = \frac{\sum_{i=1}^{n} C_i \times G_i}{\sum_{i=1}^{n} C_i}$$

- Percentage conversion of CPI:

$$Percentage\ of\ marks = CPI \times 9.5$$

- CPI conversion

| | |
|---|---|
| **≥8 CPI** | **I Division with Honours** |
| **≥6 CPI** | **I Division** |
| **≥5 CPI** | **II Division** |
| **<5 CPI** | **Fail** |

- In case a student gets a F grade in more than one subject, he / she has to repeat one or more of the subjects by registering for "Guided Study" in that semester. Registration for Guided Study shall be made on the payment of Rs. 500 per subject as well as registering for the examination with a payment of Rs. 1000 per subject.
- If the students get F grade in five theory subjects in an academic session, then he/ she will repeat the year.
- Whenever a student is permitted to repeat, the new grade with star will replace the old grade and computation of the SGPA will done by considering the new grade.

**Chairperson**

Signature: .........................

Name: Prof. (Dr.) Vaishali Dhingra

Date: 26/ July/ 2025

**Internal Members**

Signature: .........................

Name: Prof. (Dr.) Manish Dhingra

Date: 26/ July/ 2025

Signature: .........................

Name: Prof.(Dr.) Indu Shukla

Date: 26/ July/ 2025

**External Members**

Signature: 1.........................

Name: Prof. (Dr.) Sunil Kumar Gupta

Date: 26/ July/ 2025

# MBA

## (Agri-Business Management)

## Evaluation Scheme
## and
## Course Structure

## 2025-26

| Year | 1st Year | | 2nd Year | |
|---|---|---|---|---|
| Semester | 1stSem | 2ndSem | 3rdSem | 4thSem |
| Credit* | 24 | 24 | 27 | 20 |
| Contact Hour* | 24 | 24 | 27 | 20 |

**Excluding MOOCs*

| MBA (Dual Specialization) Two-Year (4-Semester) | | | | |
|---|---|---|---|---|
| **Basic Structure: Distribution of Courses** | | | | |
| **S. No.** | **Types of Course** | **Credit** | **Hours** | **Total Credit** |
| 1 | Discipline Specific Core Course (CC) | 3 | 15 courses- 3 Hrs / week / course, Total Hours 52 | 15x3=45 |
| 2 | Ability-Enhancement Compulsory Course (AECC) | 2 | 2 courses- 2 Hrs / week / course, Total Hours 4 | 2x2=04 |
| 3 | Open Elective Course (OEC) | 2 | 2 courses of 3 Hrs / week / course, Total Hours 6 | 2x3=6 |
| 4 | Value Added Course (VAC) | 2 | 2 course of 2 Hrs / week / course, Total Hours 4 | 2 x 2= 4 |
| 5 | Skill-Enhancement Elective Course (SEC) | 2 | 2 courses of 2 Hrs / week / course, Total Hours 4 | 2x2=4 |
| 6 | Research Based Course | 2 | 1 course of 2 Hrs / week / course, Total Hours 2 | 1X2=2 |
| 7 | Discipline Specific Elective Course (DSEC) | 6 | 6 courses 3 Hrs / week / course, Total Hours 24 | 6x3=18 |
| 8 | Summer Internship Report Evaluation | 6 | 1 Course | 6 |
| 9 | Dissertation Report Evaluation | 6 | 1 Course of 12 Hrs. / week/ course, Total Hours 12 | 6 |
| 10 | MOOC | 4 | 1 Courses of 4 Hrs. / week/ course, Total Hours 4 | 4 |
| | **Total Credits** | | | **95** |

## Salient Features

**A. National Education Policy (NEP) 2020, Choice Based Credit System (CBCS) Outcome-Based Education (OBE):**

The instructional design of the MBA (Agri-Business Management) program is aligned with the transformative vision of the National Education Policy (NEP) 2020, and adheres to the guidelines of the AICTE Model Curriculum and the UGC Curriculum and Credit Framework for Postgraduate Programs. The program is structured under the Choice-Based Credit System (CBCS) and follows an Outcome-Based Education (OBE) approach to enhance academic flexibility, encourage interdisciplinary learning, and ensure industry readiness.

This two-year postgraduate program aims to prepare graduates for leadership and managerial roles in the agri-business sector by imparting advanced knowledge and practical skills. Students are provided with comprehensive exposure to both core agri-business domains and key management functions such as Marketing and Finance, with a strong emphasis on the practical applications of Agri-Business Management. The curriculum integrates theoretical foundations with experiential learning through classroom instruction, field projects, internships, and active industry engagement. The following are the courses designed for the MBA (Agri-Business Management) program:

**Discipline Specific Core Courses (CC)/ Major Courses:** Discipline Specific Core Course of MBA (Dual Specialization) program will provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further be studied in depth during the elective phase. This program offered 15 core courses of 3 credits each.

**Generic Multidisciplinary Open Elective Course (OEC):** Open Elective is an interdisciplinary additional course. Open Elective Course is an elective course chosen from an unrelated discipline/subject, with an intention to seek exposure beyond discipline/s of choice. This program offered OE courses of 3 credits each.

**Ability Enhancement Compulsory Course (AECC):** As per the guidelines of NEP 2020 and Choice Based Credit System (CBCS) for all Universities, including the private universities, the Ability Enhancement Compulsory Course (AECC) is a course designed to develop the ability of students in communication (especially English) and subjects related to understanding the significance of environmental, human values and ethical issues. This program offered AEC courses of 2 credits each.

**Skill Enhancement Course (SEC):** These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. This program offered courses of 2 credits each.

**Discipline Specific Elective Course (DSEC)/ Minor Courses:** The discipline specific elective courses are chosen to make students specialist or having specialized knowledge of a specific domain. Each DSEC will carry 3 credits. It will be covered in two semesters (III &IV) of second year of the program relevant to chosen disciplines of courses of the program. Each student will have to choose six discipline specific elective courses (DSECs) as a specialization; 4 in Semester III and 2 in Semester IV respectively.

**MOOC:** To provide more flexible learning opportunities to students by choosing courses available on MOOC platforms. Students will have to earn 8 credits in the entire MBA (Dual Specialization) Program by passing MOOC as decided and identified by the college and platform permitted by University from time to time. In four semesters of the MBA (Dual Specialization) Program in one semester, it will be compulsory for students to get passed. The list of MOOC will be available with students as identified by the college. The MOOC platform like SWAYAM, NEPTEL, etc will be decided by University from time to time.

| Rama University Uttar Pradesh, Kanpur |
|---|
| Faculty of Commerce and Management |
| Course Detail and Evaluation Scheme |
| (Effective from the Session 2025-26) |
| MBA( Agri-Business Management) |
| Year-1 SEMESTER-I |

| S.N. | Category | Course Code | Course Name | Period | | | Evaluation Scheme | | | Subject Total | Credit |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | L | T | P | CE | MTE | ETE | | |
| | | Theory subjects | | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC)1 | MBDS 101 | Essentials of Management and Leadership | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 2 | MBDS 102 | Managerial Accounting | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Core Course (DSC)3 | MBDS 103 | Fundamentals of Marketing Management | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | Discipline Specific Core Course (DSC)4 | MBDS 104 | Quantitative Decision Making | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Discipline Specific Core Course (DSC)5 | MBDS 105 | Organizational Psychology and Behaviour | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | Ability Enhancement Compulsory Course-1 | MHSC101 | English Communication | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 7 | Generic elective/Open Elective Courses/ Multidisciplinary-1 | | Select any 1 from the OEC Group | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Skill Enhancement Courses 1 | MBSE 101 | Computer Fundamentals & Information Systems | 1 | 0 | 2 | 20 | 20 | 60 | 100 | 2 |
| 9 | Value Added Course-1 | MVAC001N | Foundation of Indian Knowledge System | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| | | Total | | 23 | 0 | 2 | 180 | 180 | 540 | 900 | 24 |

| Contact Hr | 24 | | |
|---|---|---|---|
| Theory | 9 | Lab | 0 |

| Rama University Uttar Pradesh, Kanpur | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Faculty of Commerce and Management | | | | | | | | | | | |
| Course Detail and Evaluation Scheme | | | | | | | | | | | |
| (Effective from the Session 2025-26) | | | | | | | | | | | |
| MBA( Agri-Business Management) | | | | | | | | | | | |
| Year-1 SEMESTER-II | | | | | | | | | | | |
| S. N. | Category | Course Code | Course Name | Period | | | Evaluation Scheme | | | Course Total | Credit |
| | | | | L | T | P | CE | MTE | ETE | | |
| Theory Courses | | | | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC) 6 | ABDS 201 | Contemporary Agri-Business Environment | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 7 | MBDS 202 | Managing People at Work | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Course (DSC) 8 | ABDS 203 | Finance for Agri-Business Leaders | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | Discipline Specific Core Course (DSC) 9 | MBDS 204 | Operation Management | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Discipline Specific Core Course (DSC) 10 | MBDS 205 | Research Methodology 1 | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | Ability Enhancement Compulsory Course-2 | MHSC201 | Environmental Studies | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 7 | Generic elective/ Open Elective Courses/ Multidisciplinary-2 | | Select any 1 from the OEC Group | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Skill Enhancement Courses 2 | MBSE201N | Critical Thinking & Decision Making | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 9 | Value Added Course-2 | MVAC002 | Human Values and Professional Ethics | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 10 | MOOC* | Elective Courses | Select any 1 course offered from MOOC | 4 | 0 | 0 | - | - | - | 100 | 4 |
| Total | | | | 24 | 0 | 0 | 180 | 180 | 540 | 900 | 24 |

| Contact Hr | 24 | | |
|---|---|---|---|
| Theory | 9 | Lab | 0 |

***MOOC Course– I** Credit 4

* MOOC credits are excluded from the calculation of SGPA/ CGPA, but qualifying in nature

# Course Curriculum (w.e.f. Session2025-26)
## M.B.A (Agri-Business Management)
## Rama University, Uttar Pradesh
## SEMESTER III

| Rama University Uttar Pradesh, Kanpur | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Faculty of Commerce and Management | | | | | | | | | | | |
| Course Detail and Evaluation Scheme | | | | | | | | | | | |
| (Effective from the Session 2025-26) | | | | | | | | | | | |
| MBA( Agri-Business Management) | | | | | | | | | | | |
| Year-2 SEMESTER-III | | | | | | | | | | | |
| S. N. | Category | Course Code | Course Name | Period | | | Evaluation Scheme | | | Course Total | Credit |
| | | | | L | T | P | CE | MTE | ETE | | |
| Theory Courses | | | | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC) 11 | MBDS 301 | Legal Framework for Business Operations | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 12 | MBDS 302 | Logistics and Supply Chain Optimization | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Core Course (DSC) 13 | MBDS 303 | Strategic Management and Business Transformation | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | DSEC-1 | Discipline Specific Elective Courses | Select any 2 courses offered from Group A the compulsory specialization- 1 & and any two (02) courses from either Group B or Group C for specialization 2 | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | DSEC-2 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | DSEC-3 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 7 | DSEC-4 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Summer Internship | MBSI301 | Summer Internship Report Evaluation | 0 | 0 | 0 | 25 | 25 | 50 | 100 | 6 |
| 9 | MOOC | Elective Courses | Select any 1 course offered from MOOC | 4 | 0 | 0 | - | - | - | 100 | 4 |
| Total | | | | 21 | 0 | 0 | 165 | 165 | 470 | 800 | 27 |

| Contact Hr | 27 | | |
|---|---|---|---|
| Theory | 7 | Lab | 0 |

***MOOC Course– II** Credit 4

* MOOC credits are excluded from the calculation of SGPA/ CGPA, but qualifying in nature

| Rama University Uttar Pradesh, Kanpur | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Faculty of Commerce and Management | | | | | | | | | | | |
| Course Detail and Evaluation Scheme | | | | | | | | | | | |
| (Effective from the Session 2025-26) | | | | | | | | | | | |
| MBA( Agri-Business Management) | | | | | | | | | | | |
| Year-2 SEMESTER-IV | | | | | | | | | | | |
| S.N. | Category | Subject Code | Subject Name | Period | | | Evaluation Scheme | | | Subject Total | Credit |
| | | | | L | T | P | CE | MTE | ETE | | |
| Theory subjects | | | | | | | | | | | |
| 1 | Core Course (DSC) 14 | MBDS 401 | Entrepreneurship and Business Planning | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Core Course (DSC) 15 | MBDS 402 | Strategic CSR and Ethical Decision Making | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | DSEC-5 | Discipline Specific Elective Courses | Select any 1 course offered from the chosen specialization- 1 & Select any 1 course offered from the chosen specialization -2 | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | DSEC-6 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Research Based Course | | Research Methodology - 2 | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 6 | Dissertation | MBDR 401 | Dissertation Report Evaluation | 0 | 0 | 12 | 25 | 25 | 50 | 100 | 6 |
| Total | | | | **14** | **0** | **0** | **125** | **125** | **350** | **600** | **20** |

| Contact Hr | 20 | | |
|---|---|---|---|
| Theory | 5 | Lab | 0 |

## Generic elective/Open Elective Courses/Multidisciplinary

| S. No | Code | Course |
|---|---|---|
| **Semester I (Choose any One course)** | | |
| 1 | PGOE 101 | Applied Managerial Economics |
| 2 | PGOE 102 | Cross Cultural Management |
| **Semester II (Choose any One course)** | | |
| 3 | PGOE 201 | Essentials of Total Quality Management |
| 4 | PGOE 203 | Decision Science and Operations Analytics |

## Discipline Specific Elective Courses (DSEC)

### Group A ( Compulsory Elective)

| S. No | Code | Course |
|---|---|---|
| **Semester III (Choose any two courses)** | | |
| 1 | MADS301 | Farm Business Management |
| 2 | MADS302 | Food Technology and Processing Management |
| 3 | MMDS304 | Rural Marketing |
| **Semester IV (Choose any One course)** | | |
| 1 | MADS401 | Technology Management for livestock products |
| 2 | MADS402 | Management of Agribusiness Cooperatives |
| 3 | MADS403 | Management of Agricultural Input Marketing |

| Group B | | | Group C | |
|---|---|---|---|---|
| **Semester III (Choose any two (02) courses from either Group B or Group C for specialization 2)** | | | | |
| **S. No** | **Course Code** | **Course Title** | **Course Code** | **Course Title** |
| 1 | MMDS301 | Consumer Behaviour | FMDS301N | Investment Analysis and Portfolio Management |
| 2 | MMDS302 | Sales and Distribution Management | FMDS302 | Financial Markets and Services |
| 3 | MMDS303 | Brand Management | FMDS303 | Income Tax Law and Practice |
| 4 | MMDS304 | Rural Marketing | FMDS304 | Financial Derivatives |
| **Semester IV (Choose any One (01) course from either Group B or Group C for specialization 2)** | | | | |
| 1 | MMDS 401 | Digital Marketing | FMDS401 | Mergers and Acquisitions |
| 2 | MMDS 402 | Customer Relationship Management | FMDS402 | Behavioral Finance |
| 3 | MMDS403 | Advertisement Management | FMDS403 | Business Analysis and Valuation |
| 4 | MMDS404 | Retail Management | FMDS404 | International Financial Management |

**Course Curriculum (w.e.f. Session2025-26)**
**M.B.A (Agri-Business Management)**
**Rama University, Uttar Pradesh**

## For Exit after First Year Compulsory Skill Enhancement Courses (SEC-Group)

| S. No | Code | Course |
|---|---|---|
| | | **Semester I** |
| 1 | MSECE 001 | Industry Readiness and Employability Skills |
| 2 | MSECE 002 | Data Analysis Using Excel and Visualization Tools |

**Evaluation Scheme:** To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

| | |
|---|---|
| **(A)Continuous Evaluation (CE)** | **20 marks** |
| 1 Attendance | 10 marks |
| 2 Assignments/Quiz/Seminar/Term paper /Project | 10 marks |
| **(B)Mid Term Examination (MTE) *** | **20 marks** |
| 1 First Mid Term Examination | 10 marks |
| 2 Pre University Test | 10 marks |
| **(C)End Term Examination (ETE)** | **60 Marks** |
| **TOTAL (A+B+C)** | **100 Marks** |

**Chairperson**

Signature: ..............................

Name: Prof. Vaishali Dhingra

Date: 26/July/2025

**Internal Members**

Signature:

Name: Prof. Manish Dhingra

Date: 26/July/2025

Signature:

Name: Prof.( Dr.) Indu Shukla

Date: 26/July/2025

**External Members**

Signature: ..............................................

Name: Prof. (Dr.) Sunil Kumar Gupta

Date: 26/July/2025

# RAMA UNIVERSITY UTTAR PRADESH, KANPUR

## FACULTY OF COMMERCE AND MANAGEMENT

## SYLLABUS AND EVALUATION SCHEME

**[Effective from the Session 2025-26]**

# MBA

# (Agri-Business Management)

## 1$^{st}$ and 2$^{nd}$ Year

## Program Structure- MBA (Agri Business Management) Programme

### A. Introduction

The Master of Business Administration in Agri- Business Management is a two-year postgraduate program designed in alignment with the National Education Policy (NEP) 2020, the Choice-Based Credit System (CBCS), and the principles of Outcome-Based Education (OBE). The program adheres to the standards set by the AICTE Model Curriculum and the UGC Curriculum and Credit Framework for Postgraduate Programs. Its primary objective is to develop industry-ready management professionals equipped with strong domain knowledge, critical thinking abilities, and a multidisciplinary outlook, enabling them to effectively respond to the evolving challenges and opportunities of the global business landscape.

In response to evolving business and academic dynamics, the Master of Business Administration in Agri- Business Management program provides a flexible and intensive learning paradigm in which students can specialize in two functional areas of management, allowing for greater customization and career alignment. The program was carefully crafted with input from stakeholders such as industry experts, academics, and alumni to ensure relevance, rigor, and employability.

This program offers students 95 credits spread across four semesters, including core courses, ability and skill enhancement courses, discipline electives, open electives, research-based learning, and experiential learning components. It stresses not only academic success but also skill development, innovation, entrepreneurship, and ethical leadership, all of which are pillars of the NEP 2020 goal.

Additionally, the curriculum incorporates contemporary pedagogical strategies like research-driven assignments, industrial internships, case-based learning, simulations, field projects, and technology-enabled learning resources. In order to support students' overall development, the structure encourages multiple entry and exit possibilities and supports the growth of academic depth, industrial orientation, and entrepreneurial attitude.

| Master of Business Administration in Agri- Business Management Two-Year (4-Semester) | | | | |
|---|---|---|---|---|
| **Basic Structure: Distribution of Courses** | | | | |
| **S. No.** | **Types of Course** | **Credit** | **Hours** | **Total Credit** |
| 1 | Discipline Specific Core Course (CC) | 3 | 15 courses- 3 Hrs / week / course, Total Hours 52 | 15x3=45 |
| 2 | Ability-Enhancement Compulsory Course (AECC) | 2 | 2 courses- 2 Hrs / week / course, Total Hours 4 | 2x2=04 |
| 3 | Open Elective Course (OEC) | 2 | 2 courses of 3 Hrs / week / course, Total Hours 6 | 2x3=6 |
| 4 | Value Added Course (VAC) | 2 | 2 course of 2 Hrs / week / course, Total Hours 4 | 2 x 2= 4 |
| 5 | Skill-Enhancement Elective Course (SEC) | 2 | 2 courses of 2 Hrs / week / course, Total Hours 4 | 2x2=4 |
| 6 | Research Based Course | 2 | 1 course of 2 Hrs / week / course, Total Hours 2 | 1X2=2 |
| 7 | Discipline Specific Elective Course (DSEC) | 6 | 6 courses 3 Hrs / week / course, Total Hours 24 | 6x3=18 |
| 8 | Summer Internship Report Evaluation | 6 | 1 Course | 6 |
| 9 | Dissertation Report Evaluation | 6 | 1 Course of 12 Hrs. / week/ course, Total Hours 12 | 6 |
| 10 | MOOC | 4 | 1 Courses of 4 Hrs. / week/ course, Total Hours 4 | 4 |
| | **Total Credits** | | | **95** |

**B. National Education Policy (NEP) 2020, Choice Based Credit System (CBCS) Outcome-Based Education (OBE):**

The instructional design of the Master of Business Administration in Agri- Business Management program is aligned with the transformative vision of the National Education Policy (NEP) 2020 and adheres to the guidelines of the AICTE Model Curriculum and the UGC Curriculum and Credit Framework for Postgraduate Programs. The program is structured using the Choice-Based Credit System (CBCS) and follows an Outcome-Based Education (OBE) approach to promote academic flexibility, interdisciplinary learning, and industry readiness.

The following is the course module designed for the Master of Business Administration in Agri- Business Management program:

**Discipline Specific Core Course (CC):** Discipline Specific Core Course of Master of Business Administration in Agri- Business Management program will provide a holistic approach to management education, giving students both an overview of the field, and a basis to build, and specialize upon. These core courses are the strong foundation to establish management knowledge and provide broad multi-disciplined knowledge that can be further be studied in depth during the elective phase. This program offered 15 core courses of 3 credits each.

**Generic Multidisciplinary Open Elective Course (OEC):** Open Elective is an interdisciplinary additional course. Open Elective Course is an elective course chosen from an unrelated discipline/subject, with an intention to seek exposure beyond discipline/s of choice. This program offered OE courses of 3 credits each.

**Ability Enhancement Compulsory Course (AECC):** As per the guidelines of NEP 2020 and Choice Based Credit System (CBCS) for all Universities, including the private universities, the Ability Enhancement Compulsory Course (AECC) is a course designed to develop the ability of students in communication (especially English) and subjects related to understanding the significance of environmental, human values and ethical issues. This program offered AEC courses of 2 credits each.

**Skill Enhancement Course (SEC):** These courses may be chosen from a pool of courses designed to provide value-based and/or skill-based knowledge. This program offered courses of 2 credits each.

**Discipline Specific Elective Course (DSEC):** The discipline specific elective courses are chosen to make students specialist or having specialized knowledge of a specific domain. For DSEC, there are three groups of courses. Each DSEC will carry 3 credits. It will be covered in two semesters (III &IV) of second year of the program relevant to chosen disciplines of courses of the program. Students are required to compulsorily opt for any two (02) courses from Group A, and any two (02) courses from either Group B or Group C in third semester and compulsorily opt for any one (01) course from Group A, and any one (01) course from either Group B or Group C in forth semester

**MOOC:** To provide more flexible learning opportunities to students by choosing courses available on MOOC platforms. Students will have to earn 8 credits in the entire Master of Business Administration in Agri- Business Management Program by passing MOOC as decided and identified by the college and platform permitted by

University from time to time. The list of MOOC will be available with students as identified by the college. The MOOC platform like SWAYAM, NEPTEL, etc will be decided by University from time to time.

## C. Programme Specific Outcomes (PEOs/POs/PSOs)

### 1) Program Educational Objectives

**PEO1** Possess professional skills for employment and lifelong learning in Agri- Business Management.

**PEO2** Have attained a general level of competence in management and to enable them to Act with creative, innovative and entrepreneurial potentials with Agri- Business Management tools.

**PEO3** Adapt to a rapidly changing environment with learned and applied new skills in Agri- Business Management.

**PEO4** Become socially responsible and value driven citizens committed to Sustainable development.

### 2) Program Outcomes (POs)

**PO1: Cross-Disciplinary Integration and Strategic Perspective:** Conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.

**PO2: Critical Thinking and Problem Solving:** Apply the perspective of their chosen specialized area of study to develop fully-reasoned opinions on such contemporary issues as the need for integrity, leading and managing change, globalization and technology management.

**PO3: Team work:** Able to determine the effectiveness with which goals are defined and achieved in team environments to assess the contributions made by themselves as well as by their peers within those environments and to identify and resolve conflicts.

**O4: Leadership Skills:** Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other MBA sanctioned initiatives.

**PO5: Modern Tool Usage:** Create, select, and apply appropriate techniques, resources and modern management and IT tools including prediction and modelling to complex management activities with an understanding of the limitations.

**PO6 Environment and Sustainability:** Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable business and management development.

**PO7: Ethics:** Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.

**PO8: Entrepreneurial Perspective:** Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

**PO9: Global Perspective:** Able to demonstrate their ability to assess and evaluate the dynamic internal and external elements of the competitive global environment.

## 3) Program Specific Outcomes (PSOs)

**PSO1** The graduates would have apply fundamental concepts of agriculture, agribusiness, and rural development to address sector-specific business challenges effectively.

**PSO2** The graduates would have utilize analytical and managerial tools to make informed decisions in areas such as agricultural marketing, finance, supply chain, and farm management.

**PSO3** The graduates would be able to demonstrate entrepreneurial skills and innovative thinking to develop and manage agri-based enterprises and value-added services.

**PSO4** Incorporate sustainability, ethics, and inclusivity in agribusiness strategies to support rural development and responsible resource management.

## 4) Graduate Attributes (GAs): MBA – Agri Business Management

At the end of the MBA (Agri Business Management) programme, the learner shall exhibit:

**GA1:** Managerial Competence in Agri and Allied Sectors

**GA2:** Proficiency in Communication, Collaboration, Teamwork, and Leadership in Rural and Agri Contexts

**GA3:** Competence in Creativity and Innovation for Agri Value Chain Development

**GA4:** Research Aptitude, Analytical Thinking, and Problem-Solving in Agri Business Environments

**GA5:** Global and National Agricultural Policy Orientation

**GA6:** Proficiency in ICT Tools, Digital Literacy, and Agri-Tech Applications

**GA7:** Entrepreneurship & Intrapreneurship Orientation with a Focus on Agri Startups and Rural Enterprises

**GA8:** Cross-functional & Inter-disciplinary Integration of Agriculture, Management, and Technology

**GA9:** Results Orientation with a Focus on Productivity, Sustainability, and Market Competitiveness

**GA10:** Professionalism with Ethical Values and Social Responsibility in Agricultural and Rural Development

**GA11:** Life-Long Learning Orientation to Adapt in a Dynamic Agri-Economic Environment

# Study & Evaluation Scheme

# Rama University Uttar Pradesh, Kanpur

## Faculty of Commerce and Management

## Course Detail and Evaluation Scheme

## (Effective from the Session 2025-26)

## MBA( Agri-Business Management)

### Year-1 SEMESTER-I

| S.N. | Category | Course Code | Course Name | Period | | | Evaluation Scheme | | | Subject Total | Credit |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | L | T | P | CE | MTE | ETE | | |
| **Theory subjects** | | | | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC)1 | MBDS 101 | Essentials of Management and Leadership | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 2 | MBDS 102 | Managerial Accounting | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Core Course (DSC)3 | MBDS 103 | Fundamentals of Marketing Management | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | Discipline Specific Core Course (DSC)4 | MBDS 104 | Quantitative Decision Making | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Discipline Specific Core Course (DSC)5 | MBDS 105 | Organizational Psychology and Behaviour | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | Ability Enhancement Compulsory Course-1 | MHSC101 | English Communication | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 7 | Generic elective/Open Elective Courses/ Multidisciplinary-1 | | Select any 1 from the OEC Group | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Skill Enhancement Courses 1 | MBSE 101 | Computer Fundamentals & Information Systems | 1 | 0 | 2 | 20 | 20 | 60 | 100 | 2 |
| 9 | Value Added Course-1 | MVAC001N | Foundation of Indian Knowledge System | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| **Total** | | | | 23 | 0 | 2 | 180 | 180 | 540 | 900 | 24 |

L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

**Evaluation Scheme:** To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

| | |
|---|---|
| **(A)Continuous Evaluation (CE)** | **20 marks** |
| 1 Attendance | 10 marks |
| 2 Assignments/Quiz/Seminar/Term paper /Project | 10 marks |
| **(B)Mid Term Examination (MTE) *** | **20 marks** |
| 1 First Mid Term Examination | 10 marks |
| 2 Pre University Test | 10 marks |
| **(C)End Term Examination (ETE)** | **60 Marks** |
| **TOTAL (A+B+C)** | **100 Marks** |

| Rama University Uttar Pradesh, Kanpur | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Faculty of Commerce and Management | | | | | | | | | | | |
| Course Detail and Evaluation Scheme | | | | | | | | | | | |
| (Effective from the Session 2025-26) | | | | | | | | | | | |
| MBA( Agri-Business Management) | | | | | | | | | | | |
| Year-1 SEMESTER-II | | | | | | | | | | | |
| S. N. | Category | Course Code | Course Name | Period | | | Evaluation Scheme | | | Course Total | Credit |
| | | | | L | T | P | CE | MTE | ETE | | |
| Theory Courses | | | | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC) 6 | ABDS 201 | Contemporary Agri-Business Environment | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 7 | MBDS 202 | Managing People at Work | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Core Course (DSC) 8 | ABDS 203 | Finance for Agri-Business Leaders | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | Discipline Specific Core Course (DSC) 9 | MBDS 204 | Operations Management | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Discipline Specific Core Course (DSC) 10 | MBDS 205 | Research Methodology 1 | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | Ability Enhancement Compulsory Course-2 | MHSC201 | Environmental Studies | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 7 | Generic elective/ Open Elective Courses/ Multidisciplinary-2 | | Select any 1 from the OEC Group | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Skill Enhancement Courses 2 | MBSE201N | Critical Thinking & Decision Making | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 9 | Value Added Course-2 | MVAC002 | Human Values and Professional Ethics | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 10 | MOOC* | Elective Courses | Select any 1 course offered from MOOC | 4 | 0 | 0 | - | - | - | 100 | 4 |
| Total | | | | 24 | 0 | 0 | 180 | 180 | 540 | 900 | 24 |

*MOOC excluded but qualifying in nature.

Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

**Evaluation Scheme:** To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

| **(A)Continuous Evaluation (CE)** | **20 marks** |
|---|---|
| 1 Attendance | 10 marks |
| 2 Assignments/Quiz/Seminar/Term paper /Project | 10 marks |
| **(B)Mid Term Examination (MTE) *** | **20 marks** |
| 1 First Mid Term Examination | 10 marks |
| 2 Pre University Test | 10 marks |
| **(C)End Term Examination (ETE)** | **60 Marks** |
| **TOTAL (A+B+C)** | **100 Marks** |

# Rama University Uttar Pradesh, Kanpur

## Faculty of Commerce and Management

## Course Detail and Evaluation Scheme

## (Effective from the Session 2025-26)

## MBA( Agri-Business Management)

### Year-1 SEMESTER-I

| S.N. | Category | Course Code | Course Name | Period | | | Evaluation Scheme | | | Subject Total | Credit |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | L | T | P | CE | MTE | ETE | | |
| | | | **Theory subjects** | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC)1 | MBDS 101 | Essentials of Management and Leadership | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 2 | MBDS 102 | Managerial Accounting | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Core Course (DSC)3 | MBDS 103 | Fundamentals of Marketing Management | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | Discipline Specific Core Course (DSC)4 | MBDS 104 | Quantitative Decision Making | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Discipline Specific Core Course (DSC)5 | MBDS 105 | Organizational Psychology and Behaviour | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | Ability Enhancement Compulsory Course-1 | MHSC101 | English Communication | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 7 | Generic elective/Open Elective Courses/ Multidisciplinary-1 | | Select any 1 from the OEC Group | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Skill Enhancement Courses 1 | MBSE 101 | Computer Fundamentals & Information Systems | 1 | 0 | 2 | 20 | 20 | 60 | 100 | 2 |
| 9 | Value Added Course-1 | MVAC001N | Foundation of Indian Knowledge System | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| | **Total** | | | 23 | 0 | 2 | 180 | 180 | 540 | 900 | 24 |

L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

**Evaluation Scheme:** To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both ternal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

| | |
|---|---|
| **(A)Continuous Evaluation (CE)** | **20 marks** |
| 1 Attendance | 10 marks |
| 2 Assignments/Quiz/Seminar/Term paper /Project | 10 marks |
| **(B)Mid Term Examination (MTE) *** | **20 marks** |
| 1 First Mid Term Examination | 10 marks |
| 2 Pre University Test | 10 marks |
| **(C)End Term Examination (ETE)** | **60 Marks** |
| **TOTAL (A+B+C)** | **100 Marks** |

| Rama University Uttar Pradesh, Kanpur | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Faculty of Commerce and Management** | | | | | | | | | | | |
| **Course Detail and Evaluation Scheme** | | | | | | | | | | | |
| **(Effective from the Session 2025-26)** | | | | | | | | | | | |
| **MBA( Agri-Business Management)** | | | | | | | | | | | |
| **Year-1 SEMESTER-II** | | | | | | | | | | | |
| **S. N.** | **Category** | **Course Code** | **Course Name** | **Period** | | | **Evaluation Scheme** | | | **Course Total** | **Credit** |
| | | | | **L** | **T** | **P** | **CE** | **MTE** | **ETE** | | |
| **Theory Courses** | | | | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC) 6 | ABDS 201 | Contemporary Agri-Business Environment | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 7 | MBDS 202 | Managing People at Work | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Core Course (DSC) 8 | ABDS 203 | Finance for Agri-Business Leaders | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | Discipline Specific Core Course (DSC) 9 | MBDS 204 | Operations Management | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Discipline Specific Core Course (DSC) 10 | MBDS 205 | Research Methodology 1 | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | Ability Enhancement Compulsory Course-2 | MHSC201 | Environmental Studies | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 7 | Generic elective/ Open Elective Courses/ Multidisciplinary-2 | | Select any 1 from the OEC Group | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Skill Enhancement Courses 2 | MBSE201N | Critical Thinking & Decision Making | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 9 | Value Added Course-2 | MVAC002 | Human Values and Professional Ethics | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 10 | MOOC* | Elective Courses | Select any 1 course offered from MOOC | 4 | 0 | 0 | - | - | - | 100 | 4 |
| **Total** | | | | 24 | 0 | 0 | 180 | 180 | 540 | 900 | 24 |

*MOOC excluded but qualifying in nature.

-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

**Evaluation Scheme:** To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

| **(A)Continuous Evaluation (CE)** | **20 marks** |
|---|---|
| 1 Attendance | 10 marks |
| 2 Assignments/Quiz/Seminar/Term paper /Project | 10 marks |
| **(B)Mid Term Examination (MTE) *** | **20 marks** |
| 1 First Mid Term Examination | 10 marks |
| 2 Pre University Test | 10 marks |
| **(C)End Term Examination (ETE)** | **60 Marks** |
| **TOTAL (A+B+C)** | **100 Marks** |

| Rama University Uttar Pradesh, Kanpur | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Faculty of Commerce and Management** | | | | | | | | | | | |
| **Course Detail and Evaluation Scheme** | | | | | | | | | | | |
| **(Effective from the Session 2025-26)** | | | | | | | | | | | |
| **MBA( Agri-Business Management)** | | | | | | | | | | | |
| **Year-2 SEMESTER-III** | | | | | | | | | | | |
| **S. N.** | **Category** | **Course Code** | **Course Name** | **Period** | | | **Evaluation Scheme** | | | **Course Total** | **Credit** |
| | | | | **L** | **T** | **P** | **CE** | **MTE** | **ETE** | | |
| **Theory Courses** | | | | | | | | | | | |
| 1 | Discipline Specific Core Course (DSC) 11 | MBDS 301 | Legal Framework for Business Operations | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Discipline Specific Core Course (DSC) 12 | MBDS 302 | Logistics and Supply Chain Optimization | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | Discipline Specific Core Course (DSC) 13 | MBDS 303 | Strategic Management and Business Transformation | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | DSEC-1 | Discipline Specific Elective Courses | Select any 2 courses offered from Group A the compulsory specialization- 1 & and any two (02) courses from either Group B or Group C for specialization 2 | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | DSEC-2 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 6 | DSEC-3 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 7 | DSEC-4 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 8 | Summer Internship | MBSI301 | Summer Internship Report Evaluation | 0 | 0 | 0 | 25 | 25 | 50 | 100 | 6 |
| 9 | MOOC | Elective Courses | Select any 1 course offered from MOOC | 4 | 0 | 0 | - | - | - | 100 | 4 |
| **Total** | | | | **21** | **0** | **0** | **165** | **165** | **470** | **800** | **27** |

L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination
*MOOC excluded but qualifying in nature.

**Evaluation Scheme:** To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.

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- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

| **(A)Continuous Evaluation (CE)** | **20 marks** |
|---|---|
| 1 Attendance | 10 marks |
| 2 Assignments/Quiz/Seminar/Term paper /Project | 10 marks |
| **(B)Mid Term Examination (MTE) *** | **20 marks** |
| 1 First Mid Term Examination | 10 marks |
| 2 Pre University Test | 10 marks |
| **(C)End Term Examination (ETE)** | **60 Marks** |
| **TOTAL (A+B+C)** | **100 Marks** |

| Rama University Uttar Pradesh, Kanpur | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Faculty of Commerce and Management** | | | | | | | | | | | |
| **Course Detail and Evaluation Scheme** | | | | | | | | | | | |
| **(Effective from the Session 2025-26)** | | | | | | | | | | | |
| **MBA( Agri-Business Management)** | | | | | | | | | | | |
| **Year-2 SEMESTER-IV** | | | | | | | | | | | |
| **S.N.** | **Category** | **Subject Code** | **Subject Name** | **Period** | | | **Evaluation Scheme** | | | **Subject Total** | **Credit** |
| | | | | **L** | **T** | **P** | **CE** | **MTE** | **ETE** | | |
| **Theory subjects** | | | | | | | | | | | |
| 1 | Core Course (DSC) 14 | MBDS 401 | Entrepreneurship and Business Planning | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 2 | Core Course (DSC) 15 | MBDS 402 | Strategic CSR and Ethical Decision Making | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 3 | DSEC-5 | Discipline Specific Elective Courses | Select any 1 course offered from the chosen specialization- 1 & Select any 1 course offered from the chosen specialization -2 | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 4 | DSEC-6 | | | 3 | 0 | 0 | 20 | 20 | 60 | 100 | 3 |
| 5 | Research Based Course | | Research Methodology - 2 | 2 | 0 | 0 | 20 | 20 | 60 | 100 | 2 |
| 6 | Dissertation | MBDR 401 | Dissertation Report Evaluation | 0 | 0 | 12 | 25 | 25 | 50 | 100 | 6 |
| Total | | | | **14** | **0** | **0** | **125** | **125** | **350** | **600** | **20** |

L-Lecture, T-Tutorial, P-Practical, CE-Continuous Evaluation, MTE-Mid Term Examination, ETE-End Term Examination

**Evaluation Scheme:** To qualify a subject and, a student is required to secure a minimum of 33% marks in both internal as well external separately respectively and

- To qualify a skill development/ vocational courses, a student is required to secure a minimum40% in both internal as well external separately.
- Marks of Compulsory qualifying course will not be considered while calculating SGPI.
- student must qualify minimum 50% credit papers (theory + practical) in the aggregate in a particular academic year inclusive of both semesters of the academic year

| | |
|---|---|
| **(A)Continuous Evaluation (CE)** | **20 marks** |
| 1 Attendance | 10 marks |
| 2 Assignments/Quiz/Seminar/Term paper /Project | 10 marks |
| **(B)Mid Term Examination (MTE) *** | **20 marks** |
| 1 First Mid Term Examination | 10 marks |
| 2 Pre University Test | 10 marks |
| **(C)End Term Examination (ETE)** | **60 Marks** |
| **TOTAL (A+B+C)** | **100 Marks** |

# Generic elective/Open Elective Courses/Multidisciplinary (OEC)

| S. No | Code | Course |
|---|---|---|
| **Semester I (Choose any One course)** | | |
| 1 | PGOE 101 | Applied Managerial Economics |
| 2 | PGOE 102 N | Cross Cultural Management |
| **Semester II (Choose any One course)** | | |
| 3 | PGOE 201 | Essentials of Total Quality Management |
| 4 | PGOE 202 | Decision Science and Operations Analytics |

## Discipline Specific Elective Courses (DSEC)

### Group A ( Compulsory Elective)

| S. No | Code | Course |
|---|---|---|
| **Semester III (Choose any two courses)** | | |
| 1 | MADS301 | Farm Business Management |
| 2 | MADS302 | Food Technology and Processing Management |
| 3 | MMDS304 | Rural Marketing |
| **Semester IV (Choose any One course)** | | |
| 1 | MADS401 | Technology Management for livestock products |
| 2 | MADS402 | Management of Agribusiness Cooperatives |
| 3 | MADS403 | Management of Agricultural Input Marketing |

| **Group B** | | | **Group C** | |
|---|---|---|---|---|
| **Semester III (Choose any two (02) courses from either Group B or Group C for specialization 2)** | | | | |
| **S. No** | **Course Code** | **Course Title** | **Course Code** | **Course Title** |
| 1 | MMDS301 | Consumer Behaviour | FMDS301N | Investment Analysis and Portfolio Management |
| 2 | MMDS302 | Sales and Distribution Management | FMDS302 | Financial Markets and Services |
| 3 | MMDS303 | Brand Management | FMDS303 | Income Tax Law and Practice |
| 4 | MMDS304 | Rural Marketing | FMDS304 | Financial Derivatives |
| **Semester IV (Choose any One (01) course from either Group B or Group C for specialization 2)** | | | | |
| 1 | MMDS 401 | Digital Marketing | FMDS401 | Mergers and Acquisitions |

| | | | | |
|---|---|---|---|---|
| 2 | MMDS 402 | Customer Relationship Management | FMDS402 | Behavioral Finance |
| 3 | MMDS403 | Advertisement Management | FMDS403 | Business Analysis and Valuation |
| 4 | MMDS404 | Retail Management | FMDS404 | International Financial Management |

## For Exit after First Year Compulsory Skill Enhancement Courses (SEC-Group)

| S. No | Code | Course |
|---|---|---|
| **Semester I** | | |
| 1 | MSECE 001 | Industry Readiness and Employability Skills |
| 2 | MSECE 002 | Data Analysis Using Excel and Visualization Tools |

# Discipline Specific Core Course

# (DSCC)

# Discipline Specific Core Course -1
# MBA (Agri Business Management) Semester I
# MBDS101: Essentials of Management and Leadership

**Course objective: -** The objective of this course is to equip students with foundational and contemporary knowledge of management principles and leadership practices for dynamic, digital, and global business environments while fostering ethical, inclusive, and sustainable decision-making.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | Concept, nature, and significance of management; Management as an art, science, and profession, Managerial skills for the digital age; Evolution of management thought: Scientific Management (Taylor), Administrative Theory (Fayol), Bureaucratic Model (Weber), Human Relations (Hawthorne), Social System and Decision Theory Approaches, Management in VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environments. | 10/25% |
| Unit 2: | Planning: Nature, scope, types, and significance; Planning process and barriers; strategic planning overview; MBO (Management by Objectives) and OKRs (Objectives & Key Results); SWOT and TOWS analysis in strategic decision-making; Organizing: Concepts, organizational structure types (functional, matrix, flat, networked); Adaptive and Responsive Organizational Structures; Digital Workflows and Remote Team; Structures. | 10/25% |
| Unit 3: | Staffing: Concept, importance, manpower planning; Recruitment and selection in a hybrid work environment; Authority, responsibility, and delegation in digital teams; Directing: Concept, importance, and effective communication; Supervision styles in virtual teams; Employer Branding and Talent Acquisition Trends; Diversity, Equity & Inclusion (DEI) in staffing. | 10/25% |
| Unit 4: | Leadership – meaning and importance; Traits of a leader; Leadership Styles – Likert' s Systems of Management. Nature and Scope of control; Types of Control; Control process; Control techniques – traditional and modern; Effective Control System; Balanced Scorecard, KPIs, and dashboards; Emotional Intelligence (EI); Ethical leadership and sustainability integration | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand basic and modern management theories and how they apply to today's business world. | 2 |
| CO2 | Applying | Apply planning, organizing, and staffing techniques to solve real business problems. | 3 |

| | | | |
|---|---|---|---|
| **CO3** | **Applying** | Demonstrate effective leadership and supervision skills in team settings. | 3 |
| **CO4** | **Analyzing** | Use control tools like KPIs and dashboards to support better decision-making. | 4 |
| **CO5** | **Evaluating** | Create awareness of ethical, inclusive, and sustainable practices in management roles. | 5 |

## SUGGESTED READINGS

### Text Books

1) Stoner, Freeman and Gilbert Jr. Management, Prentice Hall of India, New Delhi, 2003.

2) Gupta, C.B. Management Concepts and Practices, Sultan Chand and Sons, New Delhi, 2003

### Reference Books

1) Koontz. O Donnel and Weirich; Management, Tata McGraw Hill Publishing Company, New Delhi, 2001.

2) R.K. Chopra. Principles & Practices of Management, Sun India Publication.

3) P.C. Tripathi and P.N. Reddy, Principles &Practices of Management, 2nd edition, Tata McGraw Hill

# Discipline Specific Core Course -2
# MBA (Agri Business Management) Semester I
# MBDS102: Managerial Accounting

**Course objective:** - The objective of this course is to acquaint the students with the fundamentals principles of management accounting; enable them to prepare analyses and interpret financial statements and also enable the students to take decisions using management accounting tools.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weight-age |
|---|---|---|
| **Unit 1:** | **Foundations of Accounting and Financial Understanding** : Need and significance of accounting in business decision-making; Nature, scope, and objectives of accounting; Key accounting terms and concepts; Relationship of accounting with other business disciplines; Types and functions of accounting: Financial, Cost, and Management Accounting; Qualitative characteristics of accounting information; Overview of Generally Accepted Accounting Principles (GAAP), Accounting Standards (AS), and IFRS; Application Focus: Understanding accounting equations for managerial interpretation; Numerical: Accounting Equations | **10/25%** |
| **Unit 2:** | **Accounting Process:** Difference between cash and accrual basis of Accounting, Double entry system vs Single Entry System, Journal, Ledger, Trial Balance, and Final Accounts with Adjustments. Depreciation: Meaning and Methods (WDV & SLM), Introduction of form and content of financial accounts as per schedule VIth of company's act. Numerical: Final Accounts with Adjustment. | **10/25%** |
| **Unit 3:** | **Financial Statement Analysis:** Meaning, Objectives, Significance and Limitations. Various tools of Financial statement analysis: Common Size Statement, Comparative analysis, Trend Analysis and Ratio Analysis (Liquidity, Profitability, Activity and Solvency) | **10/25%** |
| **Unit 4:** | **Cash Flow Analysis:** Meaning, Utility of Cash Flow Statement, Format as per AS-3, Preparation of Cash Flow Statement as per AS -3, Difference between Cash Flow Statement and Fund Flow Statement. Numerical: Preparation of Cash Flow Statement As per AS-3. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the concepts of accounting. | 2 |
| **CO2** | **Applying** | Record and summarize business transactions through financial statements | 3 |
| **CO3** | **Analyzing** | Analyze financial statements using key financial ratios and tools | 3 |
| **CO4** | **Evaluating** | Interpret cash flow statements for business performance evaluation | 5 |

| | | | |
|---|---|---|---|
| CO5 | Applying | Apply cash flow analysis methods. | 3 |

## SUGGESTED READINGS

### Text Books

1. Pandey, I.M., Management Accounting, New Delhi: Vikas Publishing House.
2. Ramachandran & Kakani Financial Accounting for Management, New Delhi: McGraw Hill.

### Reference Books

1. Paresh Shah, Basic Financial Accounting For Management, New Delhi: Oxford University Press.
2. Bhattacharya, S.K, Accounting for Management: Text and Cases, New Delhi: Vikas Publishing House.
3. Grewal T.S., Introduction to Accounting, New Delhi: S. Chand & Company.
4. Horngren, Charles T., Sundem, Gary L., Elliott, John.A and Philbrick, Donna, Introduction to Financial Accounting, New Delhi: Prentice Hall International, Englewood Cliffs.
5. Narayanaswamy, R., Financial Accounting- A Managerial Perspective, New Delhi: Prentice Hall of India.
6. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, New Delhi: Pearson Education.
7. Maheswari & Maheswari, Accounting for Managers, New Delhi: Vikas Publishing.
8. Anthony Robert N. et al. Accounting: Text and cases, New Delhi: McGraw-Hill.
9. Khan, M.Y. and Jain, P.K., Management Accounting, New Delhi: McGraw-Hill.

# Discipline Specific Core Course - 3
## MBA (Agri Business Management) Semester I
## MBDS103: Fundamentals of Marketing Management

**Course objective:** -The objective of this course is to provide the students understanding of the nature and scope of marketing, core concepts of marketing, customer value and the value delivery process, marketing challenges in the globalized economic scenario.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | Basics of Marketing: Introduction: Definition, Importance, Nature and Scope of Marketing, Core marketing concepts; Evolution of modern marketing concept; holistic marketing; Marketing Mix, Elements of Marketing - Needs, Wants, Demands, Consumer, Markets and Marketers; Marketing Vs Selling. Marketing management process-a strategic perspective; Marketing Information Systems. Marketing Environment: Significance of scanning marketing environment; Analyzing macro environments of marketing-economic, demographic, socio-cultural, technological, political and legal; Impact of micro and macro environment on marketing decisions. | **10/25%** |
| **Unit2:** | Consumer Analysis: Behaviour Analysis: Buyer behaviour; consumer versus organizational buyers; Consumer decision-making process. Segmentation, Targeting & Positioning (STP): Segmenting the market, Benefits of market segmentations, Market segmentation procedure, Bases for consumer market segmentation. Market targeting. Positioning - concept, bases and process; Product/Brand Positioning strategies; Perceptual mapping. | **10/25%** |
| **Unit3:** | Product& Price Decisions: Product Decisions: Concept of a product; levels of product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle – stages and strategies for different stages of PLC.; New product development- planning and process; Failure of new products and consumer adoption process. Pricing Decisions: Factors affecting price determination; Pricing objectives; Pricing policies and strategies; Discounts and rebates. | **10/25%** |
| **Unit4:** | Distribution Channels and Promotion Decisions: Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Mix Decisions: Communication Process; Promotion mix – advertising, sales promotion, personal selling, publicity and public relations; Selection of appropriate tools and techniques of promotion mix. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the role and functions of marketing in an organization. | 2 |

| | | | | |
|---|---|---|---|---|
| **CO2** | **Understanding** | Understand concepts, theories and techniques of marketing. | 2 | |
| **CO3** | **Applying** | Apply STP strategies. | 3 | |
| **CO4** | **Analyzing** | Analyze product life cycle and pricing strategies for products. | 4 | |
| **CO5** | **Evaluating** | Evaluate distribution and promotion mix decisions. | 5 | |

**SUGGESTED READINGS**
**Text Books**

1. Kotler, Philip Marketing Management, Prentice Hall
2.Subhash C. Jain, Marketing Management, Cengage Publications
3.Ramaswamy & Namakumari, Marketing Management, McMillan

**Reference Books**
1.Kurtz & Boone, Principles of Marketing, Cengage Publications
2.Kotler & Armstrong , Principles of Marketing, Prentice Hall
3.Kotler & Koshy, Marketing Management, Prentice Hall
4.Biplab S. Bose, Marketing Management, Himalaya Publishing House

# Discipline Specific Core Course - 4
# MBA (Agri Business Management) Semester I
# MBDS104: Quantitative Decision Making

**Course objective:**-The aim of this course is to provide the student knowledge and understanding to compute the measures of central tendency, frequency distribution, Correlation, regression analysis, probability concepts and probability theoretical distributions, Sampling distribution, and Estimation.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hours / Weightage |
|---|---|---|
| **Unit1:** | Role of statistics in Business Decisions, Scope, functions and limitations of statistics. Frequency Distribution, Methods of data Classification. Types of Frequency Distributions, tabulation of Data. Graphical Representation, Importance of Visual Presentation of Data, Diagrammatic Presentation-Types of Diagrams; Functions of Graphs, Graphs of Frequency Distribution. | **10/25%** |
| **Unit2:** | Descriptive Statistics - Measures of Central tendency – Mean, Median, Mode, Percentiles, Quartiles, Measures of Dispersion – Range, Interquartile range, Mean deviation, Mean Absolute deviation, Standard deviation, Variance, Coefficient of Variation. Measures of shape and relative location; Skewness and Kurtosis | **10/25%** |
| **Unit3:** | Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation. Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation. | **10/25%** |
| **Unit4:** | Theory of Probability, Addition and Multiplication Law, Bayes' Theorem, Theoretical Distributions: Binomial, Poisson and Normal Distribution, Sampling Distribution, Standard Error, Theory of Estimation, Point Estimation, Interval Estimation. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the key terminology, concepts tools and techniques used in business statistical analysis. | 2 |
| **CO2** | **Understanding** | Understand the significance of visual presentation of data. | 2 |
| **CO3** | **Applying** | Apply the measures of central tendency and relative location. | 3 |
| **CO4** | **Applying** | Apply correlation and regression analysis to solve the problems. | 3 |
| **CO5** | **Analyzing** | Analyze the problems on the basis of concepts of probability and probability distributions | 5 |

## SUGGESTED READINGS

### Text Books

1. Levins, Krehbiel & Berenson, Business Statistics, Pearson Education
2. Levin & Rubin, Statistics for Management, Prentice Hall
3. Sancheti & Kapoor, Business Mathematics, Sultan Chand and Sons
4. Gupta, Statistical Methods, Sultan Chand and Sons

### Reference Books

1. T. N. Srivastava & Shailaja Rego, Statistics for management.
2. S.C. Gupta–Fundamentals of Statistics

# Discipline Specific Core Course -5

# MBA (Agri Business Management) Semester I

# MBDS105: Organizational Psychology and Behaviour

**Course objective:** The objective of the course is to enable students to apply psychological principles to understand, predict, and influence individual and group behavior in organizations for effective leadership, motivation, and team performance.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hours / Weightage |
|---|---|---|
| **Unit1:** | **Foundations of Organizational Psychology:** Concept and scope of Organizational Psychology and Behaviour (OPB); Significance of studying human behavior at work; Key elements of OPB: individuals, groups, structure, and systems; Theoretical approaches to understanding behaviour: cognitive, behavioural, social-learning; OB models: Autocratic, Custodial, Supportive, Collegial, and System; Emerging challenges and opportunities in OB: hybrid workplaces, technology, diversity, ethics | **10/25%** |
| **Unit2:** | **Individual Behaviour:** Attitudes: Characteristics, Components, Formation, Measurement. Perception: Meaning and concept of perception, Perception process, factors influencing perception, Personality: Types, Factors influencing personality, Theories, Learning: Types of learners, Components of Learning, Theories of Learning, The learning process. | **10/25%** |
| **Unit3:** | **Motivation and Leadership:** Motivation: Importance, Types, Theories of Motivation, And Leadership: Definition and Meaning, Theories of Leadership; Transformational vs. Transactional leadership. Emotional intelligence and its impact on leadership effectiveness | **10/25%** |
| **Unit4:** | **Group Dynamics, Conflict and Team Psychology:** Groups in organizations, Group dynamics, Types of Groups, Stages of Group Development, Group decision making. Definition and meaning of conflict, Sources of Conflict, Types of Conflict, Conflict Management Approaches; Importance of trust, collaboration, and workplace wellbeing. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand foundational concepts and models of organizational psychology and behaviour | 2 |
| **CO2** | **Analyzing** | Analyze individual psychological factors like perception, personality, learning, and attitudes | 4 |
| **CO3** | **Applying** | Apply motivational and leadership theories to real workplace situations | 3 |
| **CO4** | **Analyzing** | Examine group dynamics, team behaviour, and psychological roots of workplace conflict | 4 |
| **CO5** | **Evaluating** | Evaluate strategies to manage behaviour, leadership, and conflict in modern organizational settings | 5 |

**SUGGESTED READINGS**

**Text Books**

1. Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education,11th edition, 2008.
2. Fred Luthans, Organizational Behavior, McGraw Hill, 11th Edition, 2001.

**Reference Books**

1. Schermerhorn, Hunt and Osborn, Organizational behavior, John Wiley, 9th Edition, 2008.
2. Udai Pareek, Understanding Organizational Behaviour, 2nd Edition, Oxford Higher Education, 2004.
3. Mc Shane & Von Glinov, Organizational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Hellrigal, Slocum and Woodman, Organizational Behavior, Cengage Learning, 11th Edition 2007.

# Discipline Specific Core Course -6
# MBA (Agri Business Management) Semester III
# ABDS201: Contemporary Agri-Business Environment

**Course objective:** -The course aims to provide the students understanding of basic concepts and knowledge of impact of business environment to a business enterprise and its various functional areas.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | An overview of Business Environment: Meaning of Business Environment, Types of Environment- External and Internal. Business- Meaning, Nature/Characteristics, Scope, Classification of Business manufacturing, trading, services, and agribusinesses (farming, processing, distribution)., and Objective of Business. | **10/25%** |
| **Unit 2:** | Environmental Analysis and Forecasting: Environmental Analysis: Stages of Environmental Analysis, Approaches to Environmental Analysis, Techniques for Environmental Analysis and Benefits; Environmental Forecasting: Steps, Types, Techniques and Limitations; Economic Environment: Nature of Economy, Structure of Economy, Economic Policies and Economic Conditions. | **10/25%** |
| **Unit 3:** | Political and Government Environment: Functions to State, Government and Legal Environment, Economic Role of Government in India; Natural & Technological Environment: Concept of Natural Environment, Concept of Technological Environment, Innovation, Technological Leadership & Fellowship, Technology & Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction, Impact of technology on rural employment, globalization of agri trade, and digital agriculture. | **10/25%** |
| **Unit 4:** | Societal Environment: Business and Society, Professionalization, Business Ethics, Business & Culture, Technological Developments and Social Change; Social Responsibility of Agri-Firms: Classical & Contemporary Views, Social Orientation of Business, factors affecting social orientation responsibilities to different sections, the Indian situations. | **10/25%** |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand with the nature of business environment and its importance. | 2 |
| **CO2** | **Applying** | Apply the techniques of forecasting. | 4 |
| **CO3** | **Applying** | Apply the techniques of environmental analysis. | 3 |

| | | | |
|---|---|---|---|
| **CO4** | **Analyzing** | Analyze the components of business environment. | 4 |
| **CO5** | **Analyzing** | Analyze the importance and role of ethical behavior and social responsibility of business. | 4 |

## SUGGESTED READINGS

### Text Books


1. Francis Cherunilam, Business Environment Text & Cases, New Delhi: Himalayan Publishing House.
2. Justin Paul, Business Environment: Text & Cases, New Delhi: McGraw Hill.


### Reference Books


1. Mark Hirschey, Economics for Managers, Cengage.
2. Palwar, Economic Environment of Business, New Delhi: PHI.
3. D.N. Dwivedi, Managerial Economics, New Delhi: Vikas Publishing House.
4. Shaikh Salim, Business Environment, New Delhi: Pearson Education.
5. Sundaram & Black: International Business Environment Text and Cases, New Delhi: PHI.
6. Czinkota, Ronkainen, Moffett, International Business, Cengage: Govt. of India, Latest Economic Survey.

# Discipline Specific Core Course -7
## MBA (Agri Business Management) Semester II
## MBDS202: Managing People at Work

**Course objective:** -The objective of this course is to understand the concepts of human resource management like Human resource planning, Job analysis, Training, Performance appraisal, Wage & Salary administration.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | Introduction to HRM Meaning of Human Recourse Management, Nature, scope & importance of HRM. Evolution & development of HRM; HRM function & objectives. HRD in India; Difference between HRM & HRD; difference between HRM & personnel management; HRM& its environment- Internal & external. Challenges before HRM in present & changing environment. | **10/25%** |
| **Unit2:** | Human Recourse Planning & Strategies: HRP – Definition, purpose, processes & HRP & different levels. Control & review mechanism of HRP. HRIS & HR accounting & HR audit – meaning, Objectives & importance. Introduction to strategic HRM, HR strategy formulation, implementation & evaluation, role of HR Manager | **10/25%** |
| **Unit3:** | Job Analysis, Recruitment & Selection / Training & Development: Job analysis- job description, job specification, Job enlargement & job enrichment, flexi time & flexi work. Recruitment – meaning, process, methods & sources of recruitment, evaluation of recruitment process, Selection – meaning, process, methods & evaluation of selection process. Meaning of Placement, Training & Development- meaning, purpose, methods & issues of training & development programmes. | **10/25%** |
| **Unit4:** | Performance Appraisal& job evaluation: Performance Appraisal: definition, objectives, procedures & methods. Job Evaluation: meaning, purpose & methods. Compensation Management: Incentives & its types, perquisites of effective incentive system, wage concepts: - minimum wage, fair wage & living wage. | **10/25%** |

**Course Learning Outcomes (CLO)**
On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Explain key concepts, functions, and evolution of HRM and its strategic role | 2 |
| **CO2** | **Analyzing** | Analyze HR planning systems and the role of HRIS, audit, and accounting | 4 |
| **CO3** | **Applying** | Apply recruitment, selection, and training strategies for effective talent management | 3 |
| **CO4** | **Evaluating** | Evaluate performance appraisal and job evaluation methods and design effective compensation strategies | 5 |
| **CO5** | **Creating** | Design HR interventions and strategies that align with organizational goals and support workforce development | 6 |

**SUGGESTED READINGS**

**Text Books**

1. Aswathappa, Human Resource management, New Delhi: McGraw- Hill.
2. Ivanceivich, John M., Human Resource Management, New Delhi: McGraw Hill

**Reference Books**

1. Dessler, Human Resource Management, Prentice – Hall.
2. T.N Chabbra, Human Resource Management.
3. P.Subba Rao, Essentials of HRM & IR, Himalaya Publication House.
4. Bratton J. & Gold J., Human Resource management: Theory & Practice, Palgrave.
5. Gomez Mejia et.al, Managing Human Resource, Pearson Education.

# Discipline Specific Core Course -8

# MBA (Agri Business Management) Semester II

# ABDS203: Finance for Agri-Business Leaders

**Course objective:** -The objective of this course is to provide the students understanding of the sources of finance for determining the capital structure and assess budgets for new projects and working capital requirements.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | Introduction to Finance in Agri Business: Nature and scope of finance; financial decisions in agribusiness context; time value of money in farm investments; objectives of financial management – profit vs. wealth maximization; functions of a finance manager in agribusiness; overview of Corporate Finance in agri-enterprises. Indian Financial System and Agri Financing: Role of financial institutions (NABARD, RBI, RRBs, Cooperative Banks); primary and secondary markets; financial instruments; introduction to venture capital, mutual funds, and agri-focused investment schemes. Brief on derivatives and commodity markets in agri business. | **10/25%** |
| **Unit2:** | Capital Budgeting: Capital Budgeting process, Project Selection. Estimation of project cash flows, Types and Sources of Risk in Capital Budgeting Capital Budgeting Techniques: Payback Period Methods, Average rate of return, Net Present Value methods, IRR, Benefit-Cost ratio, Capital rationing | **10/25%** |
| **Unit3:** | CapitalStructure:DeterminantsofCapitalStructure,Capitalstructuret heories,over-capitalization,under-capitalization, Cost of Capital, Operating and Financial Leverage; EBIT EPS Analysis, Point of Indifference Management of Retained Earnings: Retained earnings & Dividend policy, Consideration in dividend policy, Forms of Dividends theories, Bonus Shares. Lease financing: Concepts, types of leases, Advantages and disadvantages of leasing, Evaluation of lease agreement | **10/25%** |
| **Unit4:** | Working Capital: Concept factors affecting working capital requirements, determining working capital requirements, Estimation of Working Capital, Sources of working capital; Receivables Management, Inventory Management, and Cash Management. Recent Developments—Introduction to concepts of EVA, MVA and CAPM in agri-finance decision making. | **10/25%** |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Explain the role and scope of finance, time value of money, and key components of the Indian financial system | 2 |
| **CO2** | **Applying** | Apply capital budgeting techniques to evaluate investment projects under different risk scenarios | 3 |
| **CO3** | **Analyzing & Evaluating** | Analyze and evaluate capital structure decisions, cost of capital, leverage, and dividend policy | 4 & 5 |
| **CO4** | **Applying** | Estimate and manage working capital requirements and its key components effectively | 3 |

| | | | |
|---|---|---|---|
| **CO5** | **Evaluating** | Interpret the implications of advanced financial concepts like EVA, MVA, CAPM, and leasing decisions | 5 |

**SUGGESTED READINGS**

**Text Books**

1.I. M. Pandey, Financial Management, Vikas Publishers
2.Khan and Jain, Financial Management, Tata McGraw Hill
3.Prasanna Chandra Financial Management (Theory & Practice),Tata McGraw Hill

**Reference Books**

1.James C. Van Horne Financial Management & Policy, Pearson Education Asia
2.James C. Van Horne & John M., Fundamentals of Financial Management, Pearson Education Asia.
3.Brearly and Myres, Principles of Corporate Finance, Tata McGraw Hill
4.John J. Hampton Financial Decision Making: Concept, Problem and Cases, Prentice Hall India
5.P. V. Kulkarni Financial Management Himalaya Publishing House
6.Lawrence J. Gitman, Principles of Management, Pearson Education

# Discipline Specific Core Course -9
# MBA (Agri Business Management) Semester II
## MBDS204: Operations Management

**Course objective:** -The objective of this course is to provide the students understanding of the concept of production & operation management, the types of production facilities, facility location techniques, managing the inventory and quality of products produced.

**Syllabus and detailed content**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | Operations management: Concept, Transformation process model: Inputs, process and outputs; Classification of operations; Responsibilities of Operations Manager. New Product development process. Process selection- Project, job, Batch, Mass and Process types of Production Systems. | 10/25% |
| Unit 2: | Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques: subjective, semi quantitative & quantitative techniques. Facility Layout – Objectives: Advantages: Basic types of layouts. Production Planning & Control (PPC) – Concepts, Objectives, Functions. Work Study – Productivity: Method Study; Work Measurement. | 10/25% |
| Unit 3: | Introduction to modern productivity techniques – just in time, Kanban system; MRP: Overview, Process. Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis. | 10/25% |
| Unit 4: | Purchasing Management – Objectives, Vendor rating Centralized and decentralized purchasing, functions of purchase department and purchase policies. Quality Management - Quality Concepts, Total Quality Management: Control Charts: acceptance Sampling. | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand the roles and responsibilities of operations managers in different organizational contexts | 2 |
| CO2 | Applying | Apply the 'transformation model' to identify the inputs, transformation processes and outputs of an organization | 3 |
| CO3 | Applying | Apply the techniques for location selection and layout design. | 3 |
| CO4 | Applying | Apply the techniques of method study and work measurement. | 3 |
| CO5 | Analyzing | Analyze the methods of Inventory management, vendor rating and quality management. | 4 |

**SUGGESTED READINGS**

**Text Books:**

1. Nair, Production & Operations Management, 1st Edition, Tata McGraw-Hill

2.Adam and Ebert, Production & Operations Management, 5th Edition, Prentice Hall India

**Reference Books:**

1. Krajewski & Ritzman, Operations Management 5th Edition, Pearson Education
2. Buffa & Sarin, Modern Production/Operations Management 8th Edition, John Wiley
3. Chary, Production & Operations Management 2nd Edition Tata McGraw-Hill

# Discipline Specific Core Course -10
# MBA (Agri Business Management) Semester II
# MBDS205 Research Methodology-1

**Course objective:-** The primary objective of this course is to develop a research orientation among the students and to acquaint them with fundamentals of research methods research methods.

**Syllabus and detailed content**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Definition and Applications of Research; types of research; descriptive; exploratory; quantitative; qualitative; Research Methodology, Steps in the research process; reviewing of literature; formulating a research problem; identifying objectives; ; identifying variables; establishing operational definitions; types of measurement scales: nominal; ordinal; interval; ratio. | **10/25%** |
| **Unit 2:** | Research Design: definition; functions; Types of research designs. Methods of data collection: primary and secondary sources; primary data collection instruments. | **10/25%** |
| **Unit 3:** | Sampling: concepts; principles; types of sampling: probability; non-probability; mixed sampling designs; sampling frame; sample size determination; Sampling errors; data collection; data editing; coding and tabulating, Graphical representation. | **10/25%** |
| **Unit 4:** | Introduction to hypothesis testing; Hypothesis: Meaning, Formulation and Testing, One-tailed and Two-tailed Tests; type-I and type-II error; Parametric tests, Hypothesis Testing of Means and Proportions-One Sample Test, z-test, t –test, f-test | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand basic concepts of research and its methodologies. | 2 |
| **CO2** | **Applying** | Apply research design in an appropriate manner. | 3 |
| **CO3** | **Applying** | Apply adequate knowledge of measurement & scaling techniques on research tools. | 3 |
| **CO4** | **Applying** | Apply hypothesis testing procedures. | 3 |
| **CO5** | **Applying** | Apply z Test, t Test and ANOVA Test on real life cases | 3 |

**SUGGESTED READINGS**

**Textbooks:**

1. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education
2. Dr. Gupta, SL and Gupta, Hitesh (2011), Research Methodology, International Book House Pvt. Ltd.

**Reference Books**

1.Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2.Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education

# Discipline Specific Core Course -11
# MBA (Agri Business Management) Semester III
# MBDS301 Legal Framework for Business Operations

**Course objective:** To acquaint the student with a basic and elementary knowledge of the Business Laws.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hours / Weightage |
|---|---|---|
| **Unit1:** | **Indian Contract Act 1872:** essentials of valid contract; discharge of contract; remedies for breach of contract; contracts of indemnity; guarantee; bailment; pledge and agency | **10/25%** |
| **Unit2:** | **Sale of Goods Act 1930:** meaning of sale and goods; conditions and warranties; transfer of property; rights of an unpaid seller; Emerging Issues: Online Sales and E-commerce legal considerations; Brief overview of Consumer Protection Act | **10/25%** |
| **Unit3:** | **The Negotiable Instruments Act 1881:** essentials of negotiable instruments; kinds of negotiable instruments; holder and holder in due course; negotiation by endorsements; crossing of a cheque and dishonor of a cheque; Recent amendments: Electronic cheques, dishonor under Section 138; Practical relevance in banking and digital business environments | **10/25%** |
| **Unit4:** | **The Companies Act 1956** (Basic elementary knowledge): essential characteristics of a company; types of companies; Memorandum and Articles of Association; prospectus; Shares: kinds; allotment and transfer; debentures; essential conditions for a valid meeting; kinds of meetings and resolutions; directors and remuneration; directors, managing directors and their appointment; qualifications; powers and limits on their remuneration; prevention of oppression and mismanagement. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand key legal principles governing business contracts and commercial transactions | 2 |
| **CO2** | **Applying** | Apply the Sale of Goods Act and consumer protection laws in real business situations | 3 |
| **CO3** | **Analyzing** | Analyze legal aspects of negotiable instruments in traditional and digital contexts | 4 |
| **CO4** | **Evaluating** | Evaluate the legal structure, governance mechanisms, and regulatory compliance of companies | 5 |
| **CO5** | **Creating** | Integrate legal insights into ethical and strategic business decision-making | 6 |

**SUGGESTED READINGS**

**Text Books**


1. Pathak, Akhileshwar, (2009), Legal Aspects of Business, 4th Edition, McGraw Hill Education
2. Kuchhal, M. C., (2006), Business Law, Vikas Publishing House, New Delhi.
3. Kapoor, N. D., (2006), Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

**Reference Books**

1. Singh, Avtar, (2006), Company Law, Eastern Book Co. Lucknow, Bharat Law House, Delhi.
2. Bagrial, Ashok, (2008), Company Law, Vikas Publishing House.
3. A. Ramaiyya, Guide to the Companies Act, 16th edition, Lexis Nexis Butterworths

# Discipline Specific Core Course -12
# MBA (Agri Business Management) Semester III
# MBDS302 Logistics and Supply Chain Optimization

**Course Objective:** The objective of this course is to acquaint students with the issues related to logistics and supply chain management of firm engaged in business.

**Syllabus & Detailed Contents**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | Introduction: Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information), Key Issues in SCM, benefits and case examples. | **10/25%** |
| **Unit2:** | Logistics Management: Logistics costs, different models, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. Purchasing & Vendor management: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept. | **10/25%** |
| **Unit3:** | Inventory Management: Concept, various costs associated with inventory, various EOQ models, buffer stock, lead time reduction, re-order point / re-order level fixation. ABC, SDE / VED Analysis, Just-In-Time & Kanban System of Inventory management. | **10/25%** |
| **Unit4:** | Recent Issues in SCM: Role of Computer / IT in Emerging Digital Tools in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, concept of demand chain management; Demand Chain Management: concept, tools, and applications | **10/25%** |

**Course Learning Outcomes (CLO)**
On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand fundamental concepts and strategic importance of SCM | 2 |
| **CO2** | **Applying** | Apply principles of logistics and vendor management to optimize operations | 3 |
| **CO3** | **Analyzing** | Analyze inventory control models and evaluate inventory policies | 4 |
| **CO4** | **Evaluating** | Evaluate the impact of IT and outsourcing on SCM performance | 5 |
| **CO5** | **Creating** | Design sustainable, tech-enabled, and responsive supply chains | 6 |

**SUGGESTED READINGS**

**Text Books**

1. Chopra S and P Meindil "Supply chain management: Strategy, planning and operations".
2. Martin Christopher, Logistics & Supply Chain Management, FT Prentice Hall.
3. Alan E. Branch, Global Supply Chain Management and International Logistics, Routledge.

**Reference Books**

1. John Mangan & Chandra C. Lalwani, Global Logistics & Supply Chain Management, John Wiley & Sons.
2. Waters Donald, Global Logistics & supply chain management, Viva, Kogan Page Ltd.
3. David P, International Logistics, Biztantra, New Delhi.

# Discipline Specific Core Course -13

## MBA (Agri Business Management) Semester III

## MBDS 303 Strategic Management and Business Transformation

**Course Objective:** The course aims to develop students' ability to think strategically and lead business transformation in a dynamic and competitive environment. It equips learners with the knowledge, tools, and frameworks to formulate, implement, and evaluate strategies that create sustainable competitive advantage. Special emphasis is placed on managing digital disruption, global competition, innovation, and strategic agility required for organizational transformation.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit1: | **Introduction to Strategic Management:** Definition, nature, scope, and significance of strategy and strategic management; Strategic decision-making process and levels (corporate, business, functional); Strategic intent: vision, mission, business definition, goals, and objectives; Role and responsibilities of strategists in dynamic business environments; Strategic intent and stretch; Strategic fit and competitive advantage | 10/25% |
| Unit2: | **Strategic Analysis:** Internal Environment Analysis: Resource-Based View (VRIO Framework), Value Chain Analysis, Core Competencies; External Environment Analysis: Industry Analysis (Porter's Five Forces); Tools for scanning: PESTLE, ETOP, QUEST, SWOT/TOWS; Blue Ocean vs. Red Ocean Strategy; Portfolio analysis: BCG Matrix, GE Nine-Cell Matrix, Hofer's Matrix, Shell Directional Policy Matrix; Strategic Business Units (SBUs) and Strategic Fit | 10/25% |
| Unit3: | **Strategy Formulation**<br>**Corporate-level strategies:** Stability, Expansion, Retrenchment, and Combination; Corporate restructuring, turnaround strategies, and synergy; **Business-level strategies:** Porter's Generic Strategies: Cost Leadership, Differentiation, Focus; Location Strategies: Factors influencing location decisions (cost, access to markets, logistics, labor, tax policies, regulations); Timing Strategies: First Mover vs. Late Mover Advantage, Strategic Windows, Market Entry Timing<br>**Directional Strategies:** Ansoff's Matrix – Market Penetration, Product Development, Market Development, Diversification<br>**Strategic alliances:** mergers, acquisitions, joint ventures, and partnerships; Global strategy perspectives: internationalization, multi-domestic vs. global strategy; Innovation-driven strategies and disruption management<br>Core competence and competitive advantage | 10/25% |
| Unit4: | **Strategy Implementation & Evaluation**<br>Structure, systems, and resource alignment; Leadership, organizational culture, ethics, and values in strategic execution; Integration of functional strategies (HR, marketing, operations, finance)<br>Strategic control and operational control mechanisms; Techniques of evaluation: Balanced Scorecard, Benchmarking, KPIs; Challenges in strategy execution in the digital and global era | 10/25% |

**Course Learning Outcomes (CLO)**

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand core concepts of strategy, strategic intent, and levels of strategy | 2 |

| | | | |
|---|---|---|---|
| **CO2** | **Analyzing** | Analyze internal and external business environments using strategic tools | 4 |
| **CO3** | **Evaluating** | Evaluate and select appropriate corporate and business-level strategies | 5 |
| **CO4** | **Applying** | Examine strategic implementation issues including leadership, structure, and ethics | 3 |
| **CO5** | **Evaluating** | Assess and control strategic outcomes using evaluation frameworks | 5 |

**SUGGESTED READINGS**

**Text Books:**

1. Business Policy and Strategic Management, Jauch Lawrence R & William Glueck, Tata McGraw Hill
2. Business Policy and Strategic Management, Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
3. Business Policy and Strategic Management, J. David Hunger & Thomas L. Wheelen Pearson Education
4. Business Policy and Strategic Management–Sukul Lomash and P.K Mishra, Vikas Publishing House Pvt. Ltd , New Delhi

**Reference Books:**

1. Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press
2. Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant, W. Chan Kim & Renée Mauborgne (Harvard Business Review Press)
3. Competitive Strategy: Techniques for Analyzing Industries and Competitors, By Michael E. Porter (Free Press)
4. Innovation and Entrepreneurship, Peter F. Drucker (Harper Business)

# Discipline Specific Core Course -14
# MBA (Agri Business Management) Semester IV
# MBDS 401: Entrepreneurship and Business Planning

**Course objective:** -To help students develop the skills and mindset to identify, evaluate, and launch entrepreneurial ventures in emerging economies.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hrs/ Weight age |
|---|---|---|
| **Unit1:** | Concept and importance of entrepreneurship in emerging markets; Entrepreneurial knowledge and skill requirements; Characteristics of successful entrepreneurs; Difference between Entrepreneur and Manager; Difference between Entrepreneur and Intrapreneur; Entrepreneurship's role in socio-economic development; Types of entrepreneurs; How entrepreneurs think; Barriers to entrepreneurship in developing economies | **10/25%** |
| **Unit2:** | Generating business ideas: Sources, methods, creative problem-solving; Opportunity recognition in underserved markets; Environmental scanning, competitor and industry analysis; Idea validation and Feasibility study: market, technical, operational, financial; Business opportunity identification and SWOT analysis MVP (Minimum Viable Product) and Prototyping; presenting business plans; Preparing project reports for funding | **10/25%** |
| **Unit3:** | Business Model Canvas (BMC); Value Proposition and Customer Segments; Marketing research for startups; Steps in preparing a marketing plan; Entrepreneurial motivation theories (Maslow, Herzberg, McGregor); Creativity and innovation: Invention vs. innovation, Jugaad, frugal innovation; Entrepreneurial skills: decision-making, problem-solving, resilience. | **10/25%** |
| **Unit4:** | Startup India, Stand Up India, MSME, Atal Incubation Mission, and other government schemes;<br>Sources of finance: bootstrapping, Angel investors, Venture capital, Crowd funding, debt, equity, microfinance, VCs; Institutional support: NABARD, SIDBI, MUDRA, Startup India; Legal issues: IPR (patents, trademarks, copyrights), licensing; Franchising and other scalable business models; Regulatory framework for startups in India.<br>Managing growth, scaling, and exit strategies; Ethical and sustainable entrepreneurship | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Remembering | Identify the characteristics and socio-economic impact of entrepreneurship in emerging markets. | 1 |
| CO2 | Analyzing | Analyze opportunities, generate business ideas, and conduct feasibility studies suited to dynamic economic conditions. | 4 |
| CO3 | Applying | Apply innovative and creative thinking to address problems in underdeveloped or resource-scarce markets. | 3 |
| CO4 | Evaluating | Evaluate entrepreneurial motivations, market research strategies, and legal frameworks in an emerging market context. | 5 |
| CO5 | Creating | Develop viable business models and funding strategies for startups operating in developing economies. | 6 |

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**SUGGESTED READINGS**

**Text Books:**

1. Hisrich, Robert D., Michael Peters, and Dean Shepherd – Entrepreneurship, Tata McGraw Hill, New Delhi.
2. Barringer, Bruce R., and R. Duane Ireland – Entrepreneurship: Successfully Launching New Ventures, Pearson Prentice Hall, New Jersey (USA).
3. Donald F. Kuratko, Entrepreneurship: Theory, Process, and Practice, Cengage Learning

**Reference Books:**

1. Lall, Madhurima, and Shikha Sahai – Entrepreneurship, Excel Books, New Delhi.
2. Charantimath, Poornima – Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.

# Discipline Specific Core Course -15
## MBA (Agri Business Management) Semester IV
## MBDS402: Strategic CSR and Ethical Decision Making

**Course objective:**-To provide knowledge to students to understand the strategic importance of Corporate Social Responsibility and ethical decision-making and implement sustainable practices aligned with global standards and Indian ethos.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed contents:**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | Concept, evolution, and importance of Corporate Social Responsibility (CSR); CSR vs. Corporate Governance vs. Corporate Sustainability; Strategic CSR and competitive advantage; Stakeholder theory and stakeholder engagement; Legal provisions and CSR mandates in India (Companies Act, 2013) | **10/25%** |
| **Unit2:** | Fundamentals of business ethics and values; Ethical theories: Utilitarianism, Rights Theory, Justice Theory, Virtue Ethics; Ethical dilemmas in managerial decision-making; Ethics in functional areas: marketing, HR, finance, and operations; Ethics in emerging business contexts: AI, digital platforms, and sustainability; Indian Ethos in Business: Values from the Bhagavad Gita, Upanishads, and Arthashastra; relevance of Dharma, Karma, and Nishkama Karma in decision-making | **10/25%** |
| **Unit3:** | CSR policy formulation and execution; Corporate foundations and NGO partnerships; Monitoring and evaluation of CSR initiatives; Role of leadership and employee engagement in CSR | **10/25%** |
| **Unit4:** | Linking CSR with ethical decision-making at the strategic level; ESG integration into corporate strategy; Decision-making frameworks for responsible management; Corporate governance codes and ethical compliance mechanisms; Role of boards, committees, and regulatory bodies | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand CSR principles and legal frameworks | 2 |
| **CO2** | **Applying** | Apply ethical theories and Indian ethos to real-life business challenges | 3 |
| **CO3** | **Analyzing** | Analyze CSR implementation and assess its organizational impact | 4 |
| **CO4** | **Evaluating** | Evaluate ethical issues in different business functions and digital platforms | 5 |
| **CO5** | **Creating** | Formulate strategic decisions incorporating ethics, ESG, governance, and Indian business values | 6 |

**SUGGESTED READINGS**

**Text Books:**

1. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill
2. Business Policy and Strategic Management–Dr Azhar Kazmi, Published by Tata Mc Graw Hill Publications

**Reference Books:**

1. Business Policy and Strategic Management– Suku Lomashand P. K Mishra, Vikas Publishing House Pvt Ltd, New Delhi
2. Strategic Management- Awareness and Change, John. L. Thompson, Internal Thomson Business Press

# Generic elective/Open Elective Courses/ Multidisciplinary (OEC)

# Generic elective/Open Elective Courses/Multidisciplinary-1
# MBA (Agri Business Management) Semester I
# PGOE101: Applied Managerial Economics

**Course objective:** -To understand the fundamental concepts and theories of economics relevant to business organizations.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **Introduction: Managerial Economics:** Meaning, Definition, Characteristics, Nature, Relation with other disciplines, Scope, Importance. Role and Responsibility of a Managerial Economist. Fundamental Concepts of Economics: Incremental Reasoning, Opportunity Cost, Contribution, Time perspective, Time Value of Money and Risk & Uncertainty. | 10/25% |
| Unit 2: | **Demand:** Basic Concepts Demand Analysis; Law of Demand; Determinates of Demand; Elasticity of Demand-Price, Income and cross Elasticity; Uses of concept of elasticity of demand in managerial decisions. **Forecasting:** Demand forecasting; Meaning, significance and methods of demand forecasting; production function | 10/25% |
| Unit 3: | **Law of returns:** Laws of returns to scale & Law of Diminishing returns scale. Short and Long run Cost curves: fixed cost, variable cost, average cost, marginal cost, Opportunity cost. **Market Study:** Market Structure Perfect Competition; Imperfect competition: Monopolistic competition, Monopoly, Oligopoly, Duopoly Sorbent features of price determination and various market conditions. | 10/25% |
| Unit 4: | **Inflation:** Inflation: Meaning of Inflation; Type, causes& prevention methods **National Income:** Concept of N.I. and Measurement; **Business Cycles:** Phases of business cycle. | 10/25% |

## Course Learning Outcomes

After the completion of the course the student will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand the fundamental concepts and theories of economics relevant to business organizations. | 2 |
| CO2 | Understanding | Understand different market structures and price determination in different market conditions. | 2 |
| CO3 | Understanding | Understand the concepts of national income, inflation, and business cycles. | 2 |
| CO4 | Applying | Apply the concepts of demand analysis. | 3 |
| CO5 | Evaluating | Evaluate fixed cost, variable cost, average cost, marginal cost, Opportunity cost. | 5 |

## SUGGESTED READINGS

**Text Books:**


1. Maheshwari, Y., Managerial Economics, Prentice Hall of India
2. Dwivedi, D.N., Managerial Economics, Vikas Publishing.

**Reference Books**

1. PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
2. Sussan George,1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
3. Koutsoyiannis, A., Modern Microeconomics, ELBS.
4. Kakkar, D.N., Managerial Economics for Engineering, New Age International Publication
5. M.L.Seth : Micro Economics, Laxmi- Narayan Agarwal, Agra.
6. M.L.Jhingan:- Micro Economic Theory, Vikas Publication, New Delhi.
7. G.S. Gupta: - Managerial Economics, McGraw Hill Publishing Company, Ltd. New Delhi.
8. Dean J., Managerial Economics, Prentice Hall New Delhi.

# Generic elective/Open Elective Courses/Multidisciplinary- 2
# MBA (Agri Business Management) Semester I
# PGOE 102 Cross Cultural Management

**Course objective:-** To develop an understanding of cultural differences in global business environments and to enhance the students' ability to manage cross-cultural teams and communication effectively.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed contents:**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | **Understanding Culture:** Meaning and Definition of Culture; Elements of Culture; National and Organizational Culture; the Role of Culture in Business; Cultural Intelligence (CQ) | **10/25%** |
| **Unit2:** | **Cultural Frameworks and Models:** Hofstede's Cultural Dimensions; Trompenaars' Model of National Culture Differences; Edward Hall's High-context and Low-context Cultures; GLOBE Study; Application of Models in Management | **10/25%** |
| **Unit3:** | **Communication and Negotiation across Cultures:** Verbal and Non-verbal Communication Styles; Barriers to Cross-cultural Communication; Strategies for Effective Intercultural Communication; Negotiation Styles and Cultural Impacts; Managing Misunderstandings and Conflicts | **10/25%** |
| **Unit4:** | **Managing Global and Diverse Teams:** Leadership in Cross-cultural Contexts; Motivation across Cultures; Building and Leading Multicultural Teams; Diversity and Inclusion in International Business; Ethics and Social Responsibility in Multicultural Settings | **10/25%** |

**Course Learning Outcomes**

After the completion of the course the student will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Explain the concept of culture and its impact on international business. | 2 |
| **CO2** | **Analyzing** | Analyze cultural dimensions using frameworks such as Hofstede and Trompenaars. | 3 |
| **CO3** | **Evaluating** | Evaluate cross-cultural communication strategies in a global workplace. | 4 |
| **CO4** | **Creating** | Develop management approaches for culturally diverse teams. | 6 |
| **CO5** | **Creating** | Formulate ethical and inclusive practices in a multicultural business context. | 6 |

**Suggested Readings:**

**Textbooks:**


1. Deresky, H. – *International Management: Managing Across Borders and Cultures*
2. Thomas, D.C. – *Cross Cultural Management: Essential Concepts*


**Reference Books:**


1. Trompenaars, F. & Hampden-Turner, C. – *Riding the Waves of Culture*
2. Hofstede, G. – *Culture's Consequences*
3. Adler, N.J. – *International Dimensions of Organizational Behavior*
4. Bhattacharyya, D.K. – *Cross-Cultural Management*


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# Generic elective/Open Elective Courses/Multidisciplinary- 3

# MBA (Agri Business Management) Semester II

## PGOE201: Essentials of Total Quality Management

**Course objective:**-The objective of the course is to acquaint the students about the knowledge of basic and modern concepts of quality and TQM.

**Syllabus and detailed contents:**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | Quality Concepts: Introduction; Meaning; Quality characteristics of goods and services; Evolution of Quality control, TQM; Modern concept, Basic concepts of quality; Dimensions of quality; Juran's quality trilogy; Deming's 14 principles; PDCA cycle; Total quality management (TQM) models. | **10/25%** |
| **Unit2:** | Quality Management: Organizational structure and design; Quality function; Decentralization; Designing and fitting organization for different types products and company; Human Factor in Quality: Attitude of top management; Co-operation of groups; Operators attitude, responsibility; Causes of operators error and corrective methods; Quality circles | **10/25%** |
| **Unit3:** | Quality improvement and cost reduction: 7 QC tools and new QC tools; Economics of quality value and contribution; Quality cost. ISO-9000, Six sigma and TPM: ISO 9000 series; Concept of Six Sigma and its application; Total Productive Maintenance (TPM) | **10/25%** |
| **Unit4:** | Control Charts: Theory of control charts; Control charts construction: Construction of Mean & Range charts, fraction defective chart and number of defective charts; Attributes control charts: Defects, construction and analysis of c-chart. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understanding evolution of quality concept and basic as well as modern concepts of Quality and TQM. | 2 |
| **CO2** | **Understanding** | Understand the contribution of Quality gurus: W. Edward Deming and Joseph M. Juran. | 2 |
| **CO3** | **Understanding** | Understand the role of organizational structure, Top management's and operator's attitude in quality management | 2 |
| **CO4** | **Applying,** | Apply 7 QC and new seven Quality control tools in solving quality related problems. | 3 |
| **CO5** | **Evaluating** | Evaluate the process control by constructing control charts. | 5 |

**SUGGESTED READINGS**

**Text Books:**

1. LaI H., Total Quality Management, Wiley Eastern Limited

**Reference Books:**

1. Sharma D. D Total Quality Management, S. Chand.
2. Greg Bounds, Beyond Total Quality Management, McGraw Hill.
3. Menon, H.G., TQM in New Product Manufacturing, McGraw Hill.

# Generic elective/Open Elective Courses/Multidisciplinary- 4

# MBA (Agri Business Management) Semester II

# PGOE202: Decision Science and Operations Analytics

**Course objective: -** The objective of the course is to introduce the basic concepts of Operations Research and its decision models to the students.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus & Detailed Contents**

| Unit | Content | Hours / Weightage |
|---|---|---|
| **Unit1:** | Operations Research: History, Characteristics, Models and modelling, General Methodology to solve OR problem, Applications. Linear Programming: Applications and Model Formation; Graphical method; Simplex method; Duality in Linear Programming. | **10/25%** |
| **Unit2:** | Transportation Problem: Mathematical model of Transportation problem; Transportation Algorithm; Methods for finding initial solution: North-West corner method, Least cost method, Vogel's approximation method; Test for optimality; Steps of MODI method; Variations in transportation problems: Unbalanced supply and demand, Degeneracy and its resolution; Alternative optimal solution; Maximization of transportation problem. Assignment problems: Mathematical model of assignment problems; Hungarian method; Variations of the assignment problems: Multiple optimal solutions, maximization case; Unbalanced assignment problems | **10/25%** |
| **Unit3:** | Sequencing Problem: Processing of n jobs through two-machines, three machines, m-machines; Processing two jobs through m machines. Project Management: PERT & CPM; Network construction; Critical path analysis; Program evaluation and review technique (PERT); Project Time Cost Trade-Off; Project-crashing | **10/25%** |
| **Unit4:** | Inventory Models: Inventory cost components; EOQ; Deterministic inventory cost models: Inventory model with constant demand & Instantaneous supply, EOQ model with different rates of demand, EOQ model with gradual replenishment, Multi-item inventory control models with constraint, EOQ models with warehouse space constraint; Investment constraint; Average inventory level constraint; Number of orders constraints; Selective inventory control techniques: ABC analysis, VED analysis, FSN analysis | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively. | 2 |
| **CO2** | **Applying** | Apply mathematical models for formulation of managerial problems in industry. | 3 |
| **CO3** | **Applying** | Apply Operations Research approaches in solving real problems in industry. | 3 |
| **CO4** | **Analyzing** | Analyze the results and propose recommendations to the decision-making processes to Management. | 4 |
| **CO5** | **Evaluating** | Evaluate solution to real problems with the help in Operations Research models. | 5 |

**SUGGESTED READINGS**

**Text Books**

1. Sharma J.K., Operations Research, S K Kataria & sons
2. Sharma S.D., Operations Research, Kedar Nath Ram Nath & Co.

**Reference Books**

1. Kapoor, N. D., (2006), Sultan Chand & Sons, New Delhi.
2. Taha, Operations Research, PHI

# Ability-Enhancement Compulsory Course (AECC)

# Ability Enhancement Compulsory Course-1
# MBA (Agri Business Management) Semester I
# MHSC101: English Communication

**Course Objective:-**The objective of this course is to make students able to communicate effectively, orally and in written forms, and developing effective listening, reading and writing skills.

| L | T | P | CR |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | **Introduction to Communication:** Need for Effective Communication. **The Process of Communication**: Levels of communication; Flow of communication; Use of language in communication; Communication networks; Significance of technical communication. **Barriers to Communication**: Types of barriers; Miscommunication; Noise; Overcoming measures. | 10/25% |
| **Unit2:** | **Listening Skills**: Listening as an active skill; Developing effective listening skills; Barriers to effective listening skills. **Reading Skills**: Previewing techniques; Skimming; Scanning; Understanding the gist of an argument; recognizing coherence and sequencing of sentences; Improving comprehension skills. **Writing Skills**: Sentence formation, Use of appropriate diction, Paragraph and Essay Writing, Coherence and Cohesion. | 10/25% |
| **Unit3:** | **Letter Writing:** Formal, informal and semi-official letters; business letters. **Job Application**: Cover letter, Differences between bio-data, CV and Resume. **Report Writing:** Basics of Report Writing; Structure of are port; Types of reports. | 10/25% |
| **Unit4:** | **Non-verbal Communication and Body Language:** Forms of non-verbal communication; Interpreting body-language cues; Kinesics; Proxemics; Chronemics; Effective use of body language. **Interview Skills**: Types of Interviews; ensuring success in job interviews; appropriate use of non-verbal communication. **Group Discussion**: Differences between group discussion and debate; ensuring success in group discussions. **Presentation Skills**: Oral presentation and public speaking skills; business presentations. **Technology-based Communication:** Netiquettes: effective e-mail messages; power-point presentation; enhancing editing skills using computer software. | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand the process of communication. | 2 |
| CO2 | Understanding | Understand various barriers to Communication. | 2 |
| CO3 | Applying | Apply listening, writing and reading skills. | 3 |
| CO4 | Creating | Create effective business correspondence with brevity and clarity. | 6 |
| CO5 | Creating | Create verbal and non-verbal communication ability through presentations. | 6 |

**SUGGESTED READINGS**

**Text Books**

1. Lesikar,Petit&Flately,Lesikar'sBasicBusinessCommunication,TataMcGraw-Hill
2. T N Chhabra (2007). Business Communication, Daya Publication

**Reference Books**

1. Poe & Fruchling, Basic Communication, AITBS

# Ability Enhancement Compulsory Course-2
# MBA (Agri Business Management) Semester II
# MHSC201: Environmental Studies

**Course objective:**-The objective of this course is to make students understand core phenomena and concepts of environmental studies and their application in solving different environmental problems.

| L | T | P | CR |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

**Syllabus & Detailed Contents**

| Unit | Content | Hours/ Weightage |
|---|---|---|
| **Unit1:** | Definition and Scope of environmental studies, multidisciplinary nature of environmental studies, Concept of sustainability & sustainable development.; Natural Resources: Renewable and Non-renewable resources; Natural resources and Associated problems; Forest Resources; Mineral Resources; Water Resources; Food Resources; Energy Resources: - Growing Energy Needs, Use of Alternate Energy Sources. | **10/25%** |
| **Unit2:** | Ecosystem and Biodiversity: Concepts, Structure and Function of an Ecosystem; Energy Flow in the Ecosystem: Ecological Succession, Food Chains, Food Webs; Ecological Pyramids – Introduction, Types. Types of Ecosystems: Forest Ecosystem, Grassland Ecosystem, Desert Ecosystem, Aquatic Ecosystems; Biodiversity: Introduction, Definition, Genetic, Species and Ecosystem Diversity, Bio-geographical Classification of India, Hot-Spots of Biodiversity, Threats to Biodiversity, Conservation of Biodiversity: In-Situ and Ex-Situ conservation of Biodiversity | **10/25%** |
| **Unit3:** | Environmental Pollution: Definition, Causes, Effects, Control Measures for: - (a) Air Pollution (b) Water Pollution (c) Soil Pollution (d) Marine Pollution (e) Noise Pollution (f) Thermal Pollution (g) Nuclear Hazards; Solid Waste Management: Causes, Effects, Control Measures of Urban and Industrial Wastes; Role of an Individual in Prevention of Pollution; Disaster Management: Floods, Earthquake, Cyclone and Landslides | **10/25%** |
| **Unit4:** | Climate change & Global Warming (Greenhouse Effect),Ozone Layer -Its Depletion and Control Measures, Photo chemical Smog, Acid Rain. Human Population and The Environment: Population Growth, Population Explosion; Family Welfare Programme; Environment and Human Health; Human Rights; Role of Information Technology in Environment & Human Health. Environmental Movements; Chipko, Silent Valley, Vishnoi's of Rajasthan. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand environmental problems arising due to constructional and developmental activities. | 2 |
| **CO2** | **Understanding** | Understand the natural resources and suitable methods for conservation of resources. | 2 |

| | | | |
|---|---|---|---|
| **CO3** | **Understanding** | Understand the importance of ecosystem and biodiversity and its conservation for maintaining ecological balance. | 2 |
| **CO4** | **Understanding** | Understand concepts of Greenhouse effect, ozone layer depletion, and environmental pollution. | 2 |
| **CO5** | **Understanding** | Understand impact of human population explosion, environment protection movements, different types of disasters and their management. | 2 |

**SUGGESTED READINGS**

**Text Books**

1. Textbook of Environment Studies, Tewari, Khulbe & Tewari, I.K. Publication
2. Biodiversity and Conservation, Bryant, P. J., Hypertext Book

**Reference Books**

1. Environment and Ecology – A Complete Guide – by R. Rajagopalan (Lexis Nexis)

# Value Added Compulsory Course (VAC)

# Value Added Compulsory Course (VAC)-1
# MBA (Agri Business Management) Semester I
# MVAC 001N : Foundation of Indian Knowledge System

**Course objective:** - To understand importance of Indian Knowledge System which encompasses all of the systematized disciplines of Knowledge developed in India from ancient times and traditions and practices that the various communities of India have evolved, refined and preserved over generations.

| L | T | P | CR |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

**Syllabus and detailed contents**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | Introduction to IKS, Introduction to Vedas and key Messages in Vedas, Introduction to Vedāṅgas, Prologue on Śikṣā and Vyākaraṇa , Basics of Nirukta and Chandas, Introduction to Kalpa and Jyotiṣa, Purāṇas, Introduction to Itihāsas & Key messages in Itihāsas | 10/25% |
| Unit 2: | Nine philosophical systems of Indian origin: the Charvaka, Jaina, Bauddha, Nyaya, Vaisesika, Sankhya, Yoga, Mimamsa and Vedanta. Common features of Indian philosophical systems | 10/25% |
| Unit 3: | Historical evidence of Number system in India, Introduction to Indian Mathematics, Indian Mathematicians and their Contributions. Introduction to Indian astronomy, Indian contributions in astronomy, The celestial coordinate system, Elements of the Indian calendar | 10/25% |
| Unit 4: | Āyurveda approach to health, Dinacaryā: daily regimen for health & wellness. Importance of sleep, Food intake methods and drugs, Approach to lead a healthy life.<br>Introduction to Linguistics, Aṣṭādhyāyī, Phonetics, Word generation, Computational aspects, Mnemonics, Recursive operations Rule based operations. Role of Sanskrit in natural language processing | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | **Understanding** | Understand foundations of Indian Knowledge System | 2 |
| CO2 | **Understanding** | Understand Indian system of philosophy | 2 |
| CO3 | **Understanding** | Understand contribution of Indian Mathematics and astronomy | 2 |
| CO4 | **Understanding** | Understand approach of Ayurveda for health | 2 |
| CO5 | **Understanding** | Understand importance of Sanskrit in natural language processing | 2 |

**SUGGESTED READINGS**

**Text Books:**


1. Introduction to Indian Knowledge System : Concepts And Applications. Mahadevan, B., Bhat, Vinayak Rajat, Nagendra Pavana R.N., PHI Learning
2. Indian Knowledge System. Dr. Makarand Pralhad Pimputkar, Dr. Nilesh Shridhar

Chavan, Mr. Sagar Shivaji Kumbhar, Mrs. Vaishalee Suryahas Chaudhari. Himalya Publishing House

3. Indian Knowledge systems. Kapil Kapoor & Avdhesh Kumar Singh, D.K. Printworld

**Reference Books:**


1. An Introduction to Indian Philosophy. Satish chandra Chatterjee, Dhirendra mohan Datta. Rupa Publications India Pvt Ltd.

# Value Added Compulsory Course (VAC)-2
# MBA (Agri Business Management) Semester II
# MVAC 002 : Human Values and Professional Ethics

**Course objective:** -To understand the importance of value education and concept of human values and professional ethics.

**Syllabus and detailed contents**

| L | T | P | CR |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **Course Introduction -Need, Basic Guidelines, Content and Process for Value Education** Understanding the need, basic guidelines, content and process for Value Education. Self-Exploration–what is it? -its content and process; 'Natural Acceptance' and Experiential Validation-as the mechanism for self-exploration. Continuous Happiness and Prosperity-A look at basic Human Aspirations. Right understanding, Relationship and Physical Facilities-the basic requirements for fulfillment of aspirations of every human being with their correct priority. Understanding Happiness and Prosperity correctly-A critical appraisal of the current scenario. | 10/25% |
| Unit 2: | **Understanding Harmony in the Human Being -Harmony in Myself.** Understanding human being as a co-existence of the sentient 'I' and the material 'Body'. Understanding the needs of Self ('I') and 'Body' -Sukh and Suvidha. Understanding the Body as an instrument of 'I'. Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail. Programs to ensure Sanyam and Swasthya-Practice Exercises and Case Studies will be taken up in Practice Sessions | 10/25% |
| Unit 3: | **Understanding Harmony in the Family and Society-Harmony in Human-Human Relationship** Understanding Harmony in the family –the basic unit of human interaction. Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas)and Respect (Samman)as the foundational values of relationship Understanding the meaning of Vishwas; Difference between intention and competence. Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship. Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals. Visualizing a universal harmonious order in society-Undivided Society (Akhand Samaj), Universal Order (Sarvabhaum Vyawastha) | 10/25% |
| Unit 4: | **Implications of the above Holistic Understanding of Harmony on Professional Ethics. Natural acceptance of human values** Definitiveness of Ethical Human Conduct. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in professional ethics: a) Ability to utilize the professional competence for augmenting universal human order. b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems. | 10/25% |

### Course Learning Outcomes

After the completion of the course the student will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | **Understanding** | Understand the importance of values and ethics in professional and personal life. | 2 |
| CO2 | **Understanding** | Understand the relationship between right understanding, relationships and physical facilities. | 2 |
| CO3 | **Understanding** | Understand the need of harmony in self, family and society. | 2 |
| CO4 | **Understanding** | Understand the concept of Self-Exploration. | 2 |
| CO5 | **Applying** | Apply ethical decisions in situations with ethical dilemma. | 3 |

### SUGGESTED READINGS

**Text Books:**

1. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.
2. R R Gaur, R Sangal, G P Bagaria, A Foundation Course in Value Education.

**Reference Books**

1. PL Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
2. Sussan George,1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991.
3. A.N. Tripathy, Human Values, New Age International Publishers.
4. E G Seebauer & Robert L. Berry, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press.

# Skill Enhancement Courses
# (SEC- Group)

# Skill Enhancement Course 1

# MBA (Agri Business Management) Semester I

# MBSE101: Computer Fundamentals & Information Systems

**Course objective:**-The objective of the course is to introduce the basic concepts of Computer fundamentals and Information systems to the students.

| L | T | P | CR |
|---|---|---|---|
| 1 | 0 | 2 | 2 |

**Syllabus & Detailed Contents**

| Unit | Content | Hours / Weightage |
|---|---|---|
| **Unit1:** | **Introduction and Definition of Computer:** Computer Generation, Characteristics of Computer, Advantages and Limitations of a computer, Classification of computers, Functional components of a computer system (Input, CPU, Storage and Output Unit), Types of memory (Primary and Secondary) Memory Hierarchy. Hardware: a) Input Devices- Keyboard, Mouse, Scanner, Bar Code Reader b) Output Devices – Visual Display Unit (VDU), Printers, Plotters etc. **Introduction of Internet:** History of internet, Web Browsers, Searching and Surfing, Creating an E-Mail account, sending and receiving E-Mails. | **10/25%** |
| **Unit2:** | **MS Word**: Starting MS WORD, Creating and formatting a document, changing fonts and point size, Table Creation and operations, Autocorrect, Auto text, spell Check, Word Art, inserting objects, Page setup, Page Preview, Printing a document, Mail Merge. **MS Excel:** Starting Excel, Work sheet, cell inserting Data into Rows/ Columns, Alignment, Text wrapping, Sorting data, Auto Sum, Use of functions, Cell Referencing form, Generating graphs, Worksheet data and charts with WORD, Creating Hyperlink to a WORD document, Page set up, Print Preview, Printing Worksheets. | **10/25%** |
| **Unit3:** | **Introduction to MIS:** Meaning and Role of Information Systems. Types of Information Systems: Operations Support Systems, Management Support Systems, Expert Systems, and Knowledge Management Systems, MIS, Value Chain Analysis | **10/25%** |
| **Unit4:** | **Planning for Information System**: Business Planning Systems and Critical Success Factors, Risks in Information Systems, System Development Cycle. Decision Support Systems: MIS support for decision-making, Tools of business support systems: What if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis. **Emerging Concepts and Issues in Information Systems:** ERP, CRM, SCM, Introduction to Data Warehousing, Data Mining and its Applications. Different tools of Data Mining | **10/25%** |

**List of Practical**

1. Create an Email account.
2. Create a Worksheet on Excel
3. Text wrapping
4. Sorting data
5. Auto Sum
6. Generating graphs
7. Create Hyperlink to a WORD document
8. Page set up and Print Preview.

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand and describe the various Input and output devices and components of a computer system. | 2 |
| **CO2** | **Understanding** | Understand the functions and applications of MS Word, MS Excel, MS Power point. | 2 |
| **CO3** | **Understanding** | Understand concepts of MIS in business organizations. | 2 |
| **CO4** | **Applying** | Apply MS Office tools at workplace for effective functioning. | 3 |
| **CO5** | **Analyzing** | Analyze MIS requirements in business organization. | 4 |

## SUGGESTED READINGS

### Text Books


1. Tannenbaum, Computer Networks, PHI, Delhi
2. Mc Keown, Information Technology and the Networked Economy, Thomson Learning.


### Reference Books


1. Forouzan, Data Communication & Networking, TMH, Delhi.
2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
3. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
4. Molly, Using HTML 4, PHI, Delhi.
5. Comer, E. Douglas, Computer Networks and Internet 4e, Pearson Education, Delhi.
6. James, A. O'Brien Introduction to Information Systems, McGraw Hill.

# Skill Enhancement Course 2
# MBA (Agri Business Management) Semester II
# MBSE201N: Critical Thinking and Decision Making

**Course objective:** -To provide students with critical thinking and structured decision-making skills for analyzing complex business problems and making ethical, data-driven choices in dynamic environments.

| L | T | P | CR |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

**Syllabus and detailed contents:**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit1:** | Introduction to Thinking: Concept of critical thinking; Critical vs. Creative Thinking; Characteristics of a critical thinker; Importance of critical thinking in leadership and business; Cognitive Biases and Heuristics; barriers to critical thinking ; Overcoming barriers to critical thinking (cognitive, emotional, social) | **10/25%** |
| **Unit2:** | Argument mapping and evaluation; Recognizing assumptions and identifying logical fallacies; Structured thinking tools: 5 Whys, Fishbone Diagram, and Mind Mapping. Edward de Bono's Six Thinking Hats; SCAMPER and TRIZ techniques. | **10/25%** |
| **Unit3:** | Decision-making process and types; Rational decision-making model; Intuitive vs. data-driven decisions; Group decision-making and consensus-building; Role of technology and AI in modern decision-making; Decision Making in VUCA and Digital Environments | **10/25%** |
| **Unit4:** | Heuristics and Cognitive Biases: Anchoring, availability, confirmation, framing, and their impact on judgment. Ethical Decision-Making: Understanding ethical frameworks – Utilitarianism, Deontology, and Virtue Ethics; differentiating personal vs. professional ethics; navigating business dilemmas through ethical reasoning. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Remembering** | Identify the fundamental principles and barriers of critical thinking in managerial contexts. | 1 |
| **CO2** | **Understanding** | Explain various tools and frameworks used for structured thinking and logical reasoning. | 2 |
| **CO3** | **Applying** | Apply critical thinking techniques to analyze business problems and evaluate alternatives. | 3 |
| **CO4** | **Evaluating** | Evaluate decisions using data-driven models while recognizing cognitive biases and group dynamics. | 5 |
| **CO5** | **Creating** | Design ethical and effective solutions to real-world business dilemmas using decision-making frameworks. | 6 |

**SUGGESTED READINGS**

**Text Books:**

1. Critical Thinking: Tools for Taking Charge of Your Learning and Your LifeM. K. Sehgal, Vandana Khetarpal by Excel Books

2. Decision Making: Concepts and Applications, C.S.G. Krishnamacharyulu& Lalitha Ramakrishnan, Published by Himalaya Publishing House.
3. Introduction to Logic, Wadsworth, Hurley, Patrick J.(2007), Cengage learning

**Reference Books:**


1. How to Think: A Restatement of the Relation of Reflective Thinking to the Educative Process. revised edition, Dewey, John. (1933). Boston: Health
2. Critical Thinking, Kam Chun Aik, and Stephen Edmonds, Longman
3. Learning to Think things through: A Guide to Critical Thinking, Noisich, Gerald M. (2002) Prentice Hall.

# Discipline Specific Elective Courses

**[Select any 2 courses offered from Group A the compulsory specialization- 1 & and any two (02) courses from either Group B or Group C for specialization 2]**

# Group A

**(Compulsory Electives)**

**Select any 2 courses offered from Group A the compulsory specialization- 1**

# Discipline Specific Compulsory Elective Course -1
# MBA (Agri Business Management) Semester III
# MADS 301:Farm Business Management

**Course objective:-** The aim of this course acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems. | 10/25% |
| Unit 2: | Principles of farm management decisions – principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc. | 10/25% |
| Unit 3: | Tools of farm management and farm business analysis - farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures. | 10/25% |
| Unit 4: | Management of farm resources – Land, Labour, Farm machinery, Farm building, etc. Risk and uncertainty in farming -sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty. | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Remembering, Understanding | Describe the nature, scope, and characteristics of farm business management and identify key management decisions and problems. | 1 & 2 |
| CO2 | Applying | Apply the principles of farm management such as cost principle, variable proportion, and equi-marginal returns in decision making. | 3 |
| CO3 | Analyzing, Evaluating | Analyze farm business using tools like planning, budgeting, farm records, and evaluate farm efficiency. | 4 & 5 |
| CO4 | Analyzing | Examine and manage the use of various farm resources including land, labour, and machinery. | 5 |
| CO5 | Creating, Evaluating | Formulate strategies to manage risk and uncertainty in farm decision-making. | 5 & 6 |

**Suggested Reading**
**Textbooks:**

1. Johl, S.S. & Kapoor, T.R., *Fundamentals of Farm Business Management,* Kalyani Publishers, New Delhi.
2. Dhondyal, S.P., *Farm Management – An Economic Analysis,* Friends Publications, Meerut.
3. Sankhayan, P.L., *Introduction to the Economics of Farm Management,* Tata McGraw Hill, New Delhi.
4. Acharya, S.S. & Agarwal, N.L., *Agricultural Marketing in India* (relevant for understanding farm business environment), Oxford & IBH Publishing Co., New Delhi.

**Reference Books:**

1. Heady, E.O. & Jensen, H.H., *Farm Management Economics,* Prentice-Hall, USA.
2. Barnard, C.S., & Nix, J.S., *Farm Planning and Control,* Cambridge University Press.
3. Kay, R.D., Edwards, W.M., & Duffy, P.A., *Farm Management* (7th Edition), McGraw-Hill Education.
4. Chand, R., *Agricultural Development in India* , National Book Trust, New Delhi.

## Discipline Specific Compulsory Elective Course -2
## MBA (Agri Business Management) Semester III
# MADS302: Food Technology and Processing Management

**Course objective:** The objective of this course is to acquaint the students with different food processing techniques and their management.

**Syllabus and detailed content**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution. | **10/25%** |
| **Unit 2:** | Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods. | **10/25%** |
| **Unit 3:** | Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management – quality standards, PFA, ISO, etc. | **10/25%** |
| **Unit 4:** | Case studies on project formulation in various types of food industries –milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc. | **10/25%** |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand current issues of food industry in India. | 2 |
| **CO2** | **Understanding** | Understand deteriorative factors and hazards to food during processing, storage, handling and distribution. | 2 |
| **CO3** | **Understanding** | Understand basic principles of food processing and food preservation. | 2 |
| **CO4** | **Analyzing** | Analyze various costs associated with food organization.. | 4 |
| **CO5** | **Analyzing** | Analyze project formulation in various types of food industries. | 4 |

**SUGGERSTED READINGS**

**Text books:**

1. Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India. Oxford & IBH.
2. Early R. 1995. Guide to Quality Management Systems for Food Industries.Blackie.

**Reference books:**

1. Jelen P. 1985. Introduction to Food Processing. Reston Publishing.
2. Potly VH &Mulky MJ. 1993. Food Processing. Oxford & IBH.

v. dilip Meenakshi Shukla SL

## Discipline Specific Compulsory Elective Course - 3
## MBA (Agri Business Management) Semester III
## MMDS304: Rural Marketing

**Course objective:** The objective of this course is to develop understanding regarding issues in rural markets like marketing environment, consumer behaviour, distribution channels, marketing strategies, etc.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution. Environmental factors - socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing. | **10/25%** |
| **Unit 2:** | Rural consumer's behaviour - behavior of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban markets, customer relationship management, rural market research. | **10/25%** |
| **Unit 3:** | Rural marketing strategy - Marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning; product mix, pricing Course Objective, pricing policy and pricing strategy, distribution strategy. | **10/25%** |
| **Unit 4:** | Promotion and communication strategy - Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the rural environment, the opportunities and emerging challenges in the upcoming rural markets and the rural retail sector. | 2 |
| **CO2** | **Understanding** | Understand the concept and methodology for conducting the research in rural market. | 2 |
| **CO3** | **Applying** | Apply strategies to plan a rural marketing campaign for an organization. | 3 |
| **CO4** | **Analyzing** | Analyze advertising, sales promotion strategies and new product launch techniques for rural markets. | 4 |
| **CO5** | **Evaluating** | Evaluate pricing of products in rural markets. | 5 |

**SUGGESTED READINGS**

**Text books:**

1.Krishnamacharyulu C & Ramakrishan L. 2002. Rural Marketing. Pearson Edu.

2. Ramaswamy VS & Nanakumari S. 2006. Marketing Management. 3rd Ed. MacMillan Publ.

**Reference books:**

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age.
2. Singh Sukhpal. 2004. Rural Marketing. Vikas Publ. House.

# Discipline Specific Compulsory Elective Course - 4
# MBA (Agri Business Management) Semester IV
# MADS401:Technology Management for livestock products

**Course objective:** To impart knowledge about management of livestock products, product development, quality control, preservation and marketing strategies for livestock products.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Present status of livestock products industry in India – dairy, meat poultry, skin, hides, wool, etc; Dairy Products- Manufacturing technologies of various dairy products and byproduct utilization. | **10/25%** |
| **Unit 2:** | Meat and Poultry Products- Manufacturing technologies of meat and meat products, egg and poultry products; production processing and utilization of wool and animal byproducts. | **10/25%** |
| **Unit 3:** | Plant Management- Production planning and control needs and techniques of production control, packaging, preservation and storage system for livestock products; transportation system for domestic markets and international markets. | **10/25%** |
| **Unit 4:** | Quality control measures during storage and transit; extent of losses during storage and transport, management measures to minimize the loss.<br>Marketing and distribution of animal products; quality standard for various products; environmental and legal issues involved. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand current status of livestock products industry in India. | 2 |
| **CO2** | **Understanding** | Understand manufacturing technologies of dairy products, meat products and their byproducts utilization. | 2 |
| **CO3** | **Understanding** | Understand production processing and utilization of wool and animal byproducts. | 2 |
| **CO4** | **Applying** | Apply production planning and control techniques of livestock products | 3 |
| **CO5** | **Analyzing** | Analyze quality control measures for livestock products. | 4 |

**SUGGESTED READINGS**

**Text books:**

1.Forrest JC. 1975. Principles of Meat Science. Freeman Publ.

2. Gracey 1999. Thorntons Meat Hygiene. WB Saunders.

3. Mountney GJ. Poultry Products Technology. 2nd Ed. AVI Publ.

4. Ockerman& Hansen. 2002. Animal Byproducts Processing and Utilization.CRC Publ.

**Reference books:**

1 Pearson AM & Gillett TA. 1996. Processed Meat. 3rd Ed. Chapman &Hall.
2. Robertson GL. 1993. Food Packaging Principles and Practices. Marcel Dekker.
3. Stadelman W & Cotterill OJ. 2002. Eggs Science and Technology. 4th Ed. CBS.
4. Sukumar De 1980. Outlines of Dairy Technology. Oxford Univ. Press.
5. Walstra et al. 2006. Dairy Science and Technology. 2nd Ed. Taylor & Francis.
6. Yadav 1993. Comprehensive Dairy Microbiology. Metropolitan Publ

# Discipline Specific Compulsory Elective Course - 5
# MBA (Agri Business Management) Semester IV
# MADS402:Management of Agribusiness Cooperatives

**Course objective:** To provide the students an understanding about the agribusiness cooperative organizations and their management.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development. | **10/25%** |
| **Unit 2:** | Cooperative management- nature, functions and purpose of cooperatives –procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management. | **10/25%** |
| **Unit 3:** | The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.<br>Human resource management, placement and role of board of directors in cooperative management. | **10/25%** |
| **Unit 4:** | Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand status of cooperative sector and economic development.. | 2 |
| **CO2** | **Understanding** | Understand nature, functions and purpose of cooperatives. | 2 |
| **CO3** | **Understanding** | Understand process of cooperative formation. | 2 |
| **CO4** | **Understanding** | Understand effects of cooperative law in management. | 2 |
| **CO5** | **Understanding** | Understand types of agribusiness cooperatives. | 2 |

**SUGGESTED READINGS**

**Text books:**

1.Akmat JS. 1978. New Dimensions of Cooperative Management. Himalaya Publ. House.

**Reference books:**

1.Ansari AA. 1990. Cooperative Management Patterns. Anmol Publ.

2. Sah AK. 1984. Professional Management for the Cooperatives. VikasPubl.House

## Discipline Specific Compulsory Elective Course - 6
## MBA (Agri Business Management) Semester IV
## MADS403:Management of Agricultural Input Marketing

**Course objective:** The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.

**Syllabus and detailed content**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri- input marketing. | **10/25%** |
| **Unit 2:** | Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export-import of seeds; Role of NSC and State Seed Corporation. | **10/25%** |
| **Unit 3:** | Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing. Plant Protection Chemicals- Production, export/import, consumption, marketing system –marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity. | **10/25%** |
| **Unit 4:** | Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/Equipment. | **10/25%** |

### Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand importance and concepts of Agricultural input marketing. | 2 |
| **CO2** | **Understanding** | Understand Agricultural Inputs and their types. | 2 |
| **CO3** | **Understanding** | Understand importance of seed input and its types. | 2 |
| **CO4** | **Understanding** | Understand production and export-import procedure for chemical fertilizers. | 2 |
| **CO5** | **Understanding** | Understand production, marketing and distribution channels of farm machines. | 2 |

**SUGGESTED READINGS**

**Text books:**

1.Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed. Oxford&

IBH.

2. Broadway AC & Broadway Arif A. 2003. A Text Book of Agri-Business Management. Kalyani.

**Reference books:**

1.Singh AK & Pandey S. 2005. Rural Marketing. New Age.

2. Singh Sukhpal 2004. Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.

# Group B

**In Semester IIIrd, Choose any two (02) courses from either Group B or Group C for specialization 2**

**&**

**In Semester IVth, Choose any One (01) course from either Group B or Group C for specialization 2**

# Discipline Specific Group B Elective Course -1
# MBA (Agri Business Management) Semester III
# MMDS 301: Consumer Behaviour

**Course objective:** The objective of this courses it to provide students understanding of concepts, theories of consumer behavior, consumer behaviour models and their significance in business, and consumer decision-making processes.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Introduction to Consumer Behaviour:** Nature and Importance of CB; Application of CB in Marketing; Consumer involvement; Consumer decision making processes; Purchase behavior and marketing implications. Consumer Research Process: Various methods and techniques of consumer research; New developments in the field of consumer research. | **10/25%** |
| **Unit 2:** | **Individual Determinants of Consumer Behavior:** Perception: Elements of Perception; Dynamics of Perception, Consumer Imagery Personality & Self Concept: Personality theories; Personality and understanding Consumer Diversity; Brand Personality; Self and Self-Image and its types. Motivation: Needs/Motives & Goals, dynamics; Motivation process; Types of Buying Motives, Buying Roles. Learning: Principals and theories of Learning. Attitudes: Structural model of attitude; attitude formation & change; Strategies for Changing Attitudes, Intensions& Behaviors. | **10/25%** |
| **Unit 3:** | **Group Determinants of Consumer Behavior:** Reference group influence: types of consumer relevant groups; factors affecting group influence; application of reference group concept. Family influence: Functions of family, family decision making; family life cycle (FLC). Opinion Leadership and personal influence: Role & types of opinion leader.<br>**Diffusion of Innovation:** Adoption process, Diffusion process. | **10/25%** |
| **Unit 4:** | **Consumer Decision Making Process:** Problem recognition, Information search and evaluation, Outlet selection and purchase; Post-purchase behavior, Customer Satisfaction and Customer Commitment. **Models of CB:** Traditional Models of Consumer Behaviour: Economic, Social & Psychological; Contemporary Models of Consumer Behaviour: Nicosia, Howard & Sheth, Engel- Kollat Blackwell, and Input-Process-Output Model. | **10/25%** |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the concepts and theories of consumer behavior, consumer behaviour models. | 2 |
| **CO2** | **Understanding** | Understand the individual and group influences on consumer behavior and consumer decision making process. | 2 |

| | | | |
|---|---|---|---|
| **CO3** | **Understanding** | Apply knowledge of consumer behavior to business. | 2 |
| **CO4** | **Understanding** | Analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making. | 2 |
| **CO5** | **Understanding** | Evaluate the marketing strategies based on fundamentals of consumer buying behaviour. | 2 |

## SUGGESTED READINGS

**Textbooks:**

1. Leon Schiffman, Leslie Kanuk, S.Ramesh Kumar, Consumer Behaviour, Pearson.
2. David L. Loudon & Albert J. Della Bitta, Consumer Behaviour, McGraw Hill.

**Reference Books**

1. Suja R. Nair, Consumer Behavior - An Indian perspective, Himalaya Publishing House.
2. Batra, Kazmi, Consumer Behaviour, Excel Books.
3. Dr. S.L Gupta, Sumitra Pal, Consumer Behavior - An Indian perspective, Sultan Chand and Sons

# Discipline Specific Group B Elective Course -2
# MBA (Agri Business Management) Semester III
# MMDS302: Sales and Distribution Management

**Course objective:** The objective of this courses it to provide students understanding of the diverse variables affecting the sales & distribution function of an organization.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Introduction to Sales and Distribution Management:** Sales Management: Objectives, Nature & Scope, Sales Environment, Sales Planning, Strategic role of sales management. **Marketing Channels**: Functions and Significance, Structure - Vertical and Horizontal, Symbiotic, Role of marketing channels in the dynamic market place, Designing the Market Channel system, Channels for Consumer goods, Industrial goods, and Inter dependency of Sales & Distribution. | **10/25%** |
| **Unit 2:** | **Building Sales Organization**: Types of sales organizations and their structure, Functions and responsibilities of sales person, Sales force manpower planning, Recruitment, Selection, Training and Development. | **10/25%** |
| **Unit 3:** | **Leading Sales Organization:** Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Sales territory, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal. | **10/25%** |
| **Unit 4:** | **Sales Control:** Reporting Formats, Monthly Sales Plan, Territory Sales, Daily Sales Call Report, Expired Goods and Breakage Return Report, Fortnightly Sales Review Report, Order Booking Report, Monthly and Quarterly Sales Report. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the concepts of Sales Management, Sales Planning and Budgeting, sales force management, distribution channels and its management | 2 |
| **CO2** | **Understanding** | Understand how to lead a sales organization with effectiveness. | 2 |
| **CO3** | **Analyzing** | Analyze the marketing channels effectively. | 4 |
| **CO4** | **Evaluating** | Evaluate sales and distribution plans. | 5 |
| **CO5** | **Creating** | Create a linkage of sales and distribution with other marketing variables. | 6 |

**SUGGESTED READINGS**

**Textbooks:**

1 Havaldar & Cavale, Sales and Distribution Management, McGraw Hill.

2. Still, Cundiff & Govani, Sales Management, Pearson Education, New Delhi.

**Reference Books**

1. Venugopal P., Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.

2. Dutta B., Fundamentals of Sales and Distribution Management: Text & Cases, I K International Publishing House, India.

# Discipline Specific Group B Elective Course -3
# MBA (Agri Business Management) Semester III
# MMDS303: Brand Management

**Course objective:** The objective of this courses it to provide students the basic principles and concepts of branding.

**Syllabus and detailed content**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Introduction**: Basics Understanding of Brands, Branding Concepts, Functions of Brand, Significance of Brands, Different Types of Brands, Co-branding, Store brands | **10/25%** |
| **Unit 2:** | **Brand Strategies:** Strategic Brand Management process, Building a strong brand, Brand positioning, Establishing Brand values, Brand vision, Brand Elements, Branding for Global Markets, and Competing with foreign brands. | **10/25%** |
| **Unit 3:** | **Brand Communications**: Brand image Building, Brand Loyalty programmes, Brand Promotion Methods, Role of Brand ambassadors, celebrities, On line Brand Promotions. **Brand Extension:** Brand Adoption Practices, Different type of brand extension, Factors influencing Decision for extension, Re-branding and re-launching. | **10/25%** |
| **Unit 4:** | **Brand Performance**: Measuring Brand Performance, Brand Equity Management, Global Branding strategies, Brand Audit, Brand Equity Measurement, Brand Leverage -Role of Brand Managers, Branding challenges & opportunities. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the key concepts of brand. | 2 |
| **CO2** | **Understanding** | Understand various strategies of branding. | 2 |
| **CO3** | **Applying** | Apply specific skills in delivering persuasive brand presentations. | 3 |
| **CO4** | **Analyzing** | Analyze brand projects and developments. | 4 |
| **CO5** | **Evaluating** | Evaluate brand performance. | 5 |

## SUGGESTED READINGS

**Textbooks:**


1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson.
2. Harsh V. Verma, Brand Management, Excel Books.

**Reference Books**


1. Kapferer J.N., Strategic Brand Management, Kogan Press.
2. Moorthi YLR, Brand Management, Vikas Publishing House.
3. Kumar, S. Ramesh; Marketing and Branding – The Indian Scenario; Pearson Education; New Delhi.

# Discipline Specific Group B Elective Course -4
# MBA (Agri Business Management) Semester III
# MMDS304: Rural Marketing

**Course objective:** The objective of this courses it to provide students the understanding of the concepts, tools and techniques in the area of rural marketing.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Rural Marketing** - An Overview: Rural Marketing an Overview; Principles of marketing as relevant to rural marketing; Evolution of rural marketing; Rural marketing mix; Rural economy; Profiles of urban & rural customers and differences in their characteristics; Rural consumer behavior; Agricultural marketing: Marketing of agricultural produce, Agricultural inputs. | **10/25%** |
| **Unit 2:** | **Rural Environment & Rural Retailing**: Rural Environment; Rural market strategies with special reference to Segmentation, Targeting and Positioning; Innovation for rural market; Products and services in the Rural markets; Channels of distribution and trade management, Rural retailing. | **10/25%** |
| **Unit 3:** | **Rural Communication and Pricing**: Rural communication and communication strategies for rural market; Advertising and sales promotion strategies; New product launch techniques for rural markets; Pricing in rural markets. | **10/25%** |
| **Unit 4:** | **Emerging Trends in Rural Marketing:** Social Marketing: Corporate Social Responsibility in rural markets; The future of rural marketing in India; Rural marketing of financial Services; Rural marketing of consumer durables; Rural marketing of FMCG products; Role of Govt. in rural & agricultural marketing | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the rural environment, the opportunities and emerging challenges in the upcoming rural markets and the rural retail sector. | 2 |
| **CO2** | **Understanding** | Understand the concept and methodology for conducting the research in rural market. | 2 |
| **CO3** | **Applying** | Apply strategies to plan a rural marketing campaign for an organization. | 3 |
| **CO4** | **Analyzing** | Analyze advertising, sales promotion strategies and new product launch techniques for rural markets. | 4 |
| **CO5** | **Evaluating** | Evaluate pricing of products in rural markets. | 5 |

**SUGGESTED READINGS**

**Textbooks:**

1. Gopal Swamy T.P., Rural Marketing, Vikas Publishing House.
2. Kashyap Pradeep & Siddhartha Raut, Rural Marketing, Wiley /Dream tech Press

**Reference Books**

1. Balaram Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, McGraw-Hill Publishing Company, New Delhi.

2. A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publishers.

3. Krishnamacharylu & Laitha Ramakrishna, - Rural Marketing, Pearson Education Asia.

4. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi

# Discipline Specific Group B Elective Course -5
# MBA (Agri Business Management) Semester IV
# MMDS401: Digital Marketing

**Course objective:** The objective of this course it to provide the student' knowledge of digital marketing tools, web analytics, search engine, social media and marketing metrics for promotional marketing.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **The Technological Society:** Introduction to internet and WWW technology including security. Introduction to digital marketing and e-commerce: Business models, Business Models on the Web. Public policy: social, legal, ethical, political issues for e-commerce. Mobile e-commerce, Killer apps for strategic goals. Retailing (e-tailing), Disintermediation, Channel conflict. Strategies in 'fluid e-retail markets.' Services online: Online content & digital media, B2Be-commerce, Global opportunities and issues. | 10/25% |
| Unit 2: | **Marketing in the Age of Fragmentation:** Mapping Digital Marketing Media the Long Tail, The Economics of the Attention Economy, Goldhaber's Attention Economy. Know your customer -Buyer behavior, segmentation, targeting. The customer experience -Web design, customer service, Quality of the online experience. Characteristics of E Marketing: Addressability, Interactivity, Accessibility, Connectivity, Control. | 10/25% |
| Unit 3: | **Digital Marketing Tools:** Overview, the website, branding, banner ads, affiliate marketing. Paid search, search engine optimization (SEO), comparison shopping engines. Email, RSS, podcasting, Blogs, Viral, Wikis, CRM. Auctions, Portals. Online Branding, Search Engine Marketing. Online Communities and Innovation Communities, Mass Collaboration and Crowd-sourcing. Social networks, Value Creation through Social Networking.<br>**Web analytics & Marketing Metrics:** Marketing research. The New Rules of Customer Intelligence: Laboratory Marketing and Customer Branding. Understanding Digital Analytics, Acquisition, Engagement and Conversion, Measuring Social Impact, Multi Touch Analytics, Mobile Analytics, and The Future of Digital Analytics: Big Data. | 10/25% |
| Unit 4: | **Search Engine Marketing:** Email campaign creation and management, Google Adwords, Search and display on search engines, pricing models online, Introduction to page rankings, analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Keyword analysis, process and optimization. Search Engine Marketing Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand traditional and new communication approaches to create competitive advantage in the digital world, impact of emergence of the technology on marketing, value creation, and consumer perceptions. | 2 |
| **CO2** | **Understanding** | Understand the concepts of digital marketing tools, web analytics, search engine, social media and marketing metrics for promotional marketing. | 2 |
| **CO3** | **Applying** | Apply the digital tools for digital marketing strategies for better marketing results. | 3 |
| **CO4** | **Analyzing** | Analyze digital marketing and social media marketing strategies | 4 |
| **CO5** | **Evaluating** | Evaluate the performance of digital marketing program/campaign of an organization. | 5 |

**SUGGESTED READINGS**

**Textbooks:**

1. Damian Ryan, Calvin Jone, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page.

**Reference Books**

1. Ryan Deiss & Russ Henneberry, Digital Marketing For Dummies, John Wiley & Sons.
2. Kent Wertime, Ian Fenwick, Digi Marketing: The Essential Guide to New Media and Digital Marketing,Jon Wiley & Sons.
3. Avinash Kaushik, Web Analytics 2.0: The Art of Online Accountability and Science of CustomerCentricity.
4. Sean Moffitt and Mike Dover, Wiki Brands–Reinventing Your Company In A Customer Driven Market Place, McGraw Hill.
5. Brian Clifton, Advanced Web Metrics with Google Analytics.
6. William M. Pride, O. C. Ferrell, Digital Marketing, Cengage Learning

# Discipline Specific Group B Elective Course - 6
# MBA (Agri Business Management) Semester IV
# MMDS402: Customer Relationship Management

**Course objective:** The objective of this courses it to provide the students knowledge of concepts, principles, techniques and processes of CRM.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **CRM concepts:** Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. | **10/25%** |
| **Unit 2:** | **CRM in Marketing:** One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement. | **10/25%** |
| **Unit 3:** | **Sales Force Automation:** Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. CRM links in e-Business: E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), SCM, SRM & PRM: Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM). | **10/25%** |
| **Unit 4:** | **Analytical CRM:** Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the importance and impact of CRM in marketing, sales force automation, SCM, SRM, PRM and e business. | 2 |
| **CO2** | **Understanding** | Understand E-Commerce and Customer Relationships on the Internet. | 2 |
| **CO3** | **Applying** | Apply Customer relationship activities in an organization. | 3 |
| **CO4** | **Analyzing** | Analyze organizational context and prepare CRM strategy for the business. | 4 |
| **CO5** | **Evaluating** | Evaluate the impact of CRM program/campaign of an organization. | 5 |

**SUGGESTED READINGS**

**Textbooks:**

**1.** Alok Kumar Rai, Customer Relationship Management Concept &Cases, Prentice Hall of India Private Limited, New Delhi.

2. Jagdish Seth, Et Al, Customer Relationship Management.

**Reference Books**

1. V. Kumar & Werner J., Customer Relationship Management, Willey India.
2. S. Shanmugasundaram, Customer Relationship Management, Prentice hall of India Private Limited, New Delhi.
3. Kaushik Mukherjee, Customer Relationship Management, Prentice Hall of India Private Limited, New Delhi.
4. Kumar, V. & Reinartz, Werner, Customer Relationship Management: Concept, Strategy, and Tools, Springer.

# Discipline Specific Group B Elective Course - 7
# MBA (Agri Business Management) Semester IV
# MMDS403: Advertising Management

**Course objective:** The objective of this courses it to provide the students' knowledge of concepts of advertising.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **Introduction to Advertising:** Origin and Development - Definition and Classification – Planning Framework - Organizing Framework - the Advertiser and the Advertising Agency interface -Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision -Preparing the Product and Media Brief. **Advertising Role in the Marketing Process:** Major roles of advertising, Legal, Ethical and Social aspects of Advertising. Functions and types of advertising. Integrated Marketing communication, Cultural differences and values in advertising. | 10/25% |
| Unit 2: | **The major players in advertising:** Advertising agency, Brand manager, market research firms, Media, Type of agencies. Structure of an agency and its functions. **Advertising Programme:** Message, Headlines, Copy, Logo, Illustration, Appeal, layout; Campaign Planning; Creative Strategies; The process of developing an Ad. Production and execution of TVCs and print ads | 10/25% |
| Unit 3: | **Media Decisions:** Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity; Measures of Media Cost Efficiency; Media (Readership / Viewership) Research; The Internet as an Advertising Medium; Tracking Website visits, page views, hits, and click-stream analysis; permission marketing and privacy; ethical concerns., Budgeting; Evaluation- Methods; Media buying; Emerging medias and trends – Social Media, Internet, and Mobile. | 10/25% |
| Unit 4: | **Measuring Advertising Effectiveness:** Advertising Research. Effectiveness of advertising- methods of measurement. Rationale of testing; Opinion and Attitude Tests, Recognition, Recall. Control of Advertising by practitioners, media and the market; Advertising in the International marketplace; Advertising and Principles of Integrated Marketing Communication and Image Building. | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand the concept of advertising and its role in the marketing process. | 2 |
| CO2 | Understanding | Understand functions and types of advertising. | 2 |
| CO3 | Applying | Apply media planning, advertising appeal and media mix. | 3 |

| | | | | |
|---|---|---|---|---|
| **CO4** | **Analyzing** | Analyze media decisions. | | 4 |
| **CO5** | **Evaluating** | Evaluate ads to determine their effectiveness. | | 5 |

**SUGGESTED READINGS**

**Textbooks:**

1. Aaker, Batra& Myers, Advertising Management, Prentice Hall, New Delhi.
2. Strategic Advertising Management, Larry Percy, Richard Rosenbaum – Elliot, Oxford University Press.

**Reference Books**

1. Kazmi & Batra, Advertising & Sales Promotion, Excel Books, New Delhi.
2. Shah, Kruti and Alan D'Souza, Advertising and Promotion – An IMC Perspective, McGraw Hill, New Delhi.
3. Belch, George and Belch, Michael; Advertising and Promotion, McGraw Hill, New Delhi.
4. Wells, William, Burnett, John and Moriary, Sandra; Advertising Principles and Practice' Pearson Education, New Delhi.
5. Jethwaney, Jaishree and Jain, Shruti; Advertising Management; Oxford University, New Delhi

# Discipline Specific Group B Elective Course - 8
# MBA (Agri Business Management) Semester IV
# MMDS404: Retail Management

**Course objective:** The objective of this courses it to provide the students' knowledge of concepts of retailing.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Wholesaling:** Concept, Importance, Functions; Wholesaler Marketing Decisions; Trends in Wholesaling& Retailing: Concept, Importance, Functions - Indian Vs. Global Scenario. **Retail formats:** Store & Non Store Retailing: Franchising, Unconventional channels, E-retailing, Retail Location: Factors affecting location decision, Site Selection, Location based retail Strategies. | **10/25%** |
| **Unit 2:** | **Store Design:** Interiors and Exteriors; Store layout; Types of layouts; Factors affecting store layout; Store image mix; Store Façade; The Internet Store; Store Administration: Floor space management; Managing store inventories and display. | **10/25%** |
| **Unit 3:** | **Merchandising:** Concept, Importance, Functions; Steps in merchandising planning; Category management: Definition and process; Introduction to Private label brands, Retail Communication Mix: Planning retail communication; Managing in-store promotions and events | **10/25%** |
| **Unit 4:** | **Integrated Marketing Channels:** Channels for Consumer goods; Industrial goods & Services; Horizontal, Vertical, Multichannel Marketing Systems; Technology in distribution: Bar-coding, RFID, Electronic payment systems. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand concepts of wholesaling and retailing. | 2 |
| **CO2** | **Understanding** | Understand role, functions and design of stores. | 2 |
| **CO3** | **Understanding** | Understand importance of technology in retailing. | 2 |
| **CO4** | **Applying** | Apply steps of merchandising. | 3 |
| **CO5** | **Analyzing** | Analyze marketing channels. | 4 |

**SUGGESTED READINGS**

**Textbooks:**

1. Berman B., Evans J.R. &Shrivastava R., Retail Management: A Strategic Approach, Pearson Education, New Delhi.
2. Reyhle Nicole and Prescott Jason, Retail 101: The Guide to Managing and Marketing Your Retail Business, McGraw-Hill Education.

**Reference Books**

1. Bajaj C., Tuli R. and Srivastava N.V., Retail Management, Oxford University Press.
2. Zentes J., Morschett D. & Schramm-Klein H., Strategic Retail Management: Text and International Cases, Springer, UK.

# Group C

**In Semester IIIrd, Choose any two (02) courses from either Group B or Group C for specialization 2**

**&**

**In Semester IVth, Choose any One (01) course from either Group B or Group C for specialization 2**

# Discipline Specific Group C Elective Course -1
# MBA (Agri Business Management) Semester III
# FMDS301: Investment Analysis and Portfolio Management

**Course objective:** To equip students with the conceptual understanding and analytical tools required to evaluate various investment avenues, analyze risk-return tradeoffs, value securities, and construct and manage investment portfolios effectively.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Investments:** Investment versus Speculation, Investment Alternatives and Their Evaluation Stock exchange and New Issue Market- Their nature, structure, functioning and limitations, Trading of securities: types of orders, margin trading, clearing & settlement procedures, SEBI and their guidelines for equity market. | **10/25%** |
| **Unit 2:** | Valuation of Equity, Bond & Derivatives: Equity valuation models-discounted cash flow technique, dividend discount model, P/E ratio model. Bonds: nature, valuation, YTM, Bond theorem; Term structure of interest rates duration. Options and futures: meanings & trading; **Derivatives**: Introduction to Options and Futures; Basic Terminology and Trading Mechanisms | **10/25%** |
| **Unit 3:** | **Risk and Return:** Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk, trade off, systematic and unsystematic risk. Fundamental analysis-Company, Industry and Economy analysis. Technical analysis-Basic Tenets of Technical Analysis Charts and Trend Lines, support & resistance level, Indicators-volume of trade, market breadth, short sales, odd lot trading, moving averages & charts-bar chart, candle stick chart. Market efficiency: EMH. | **10/25%** |
| **Unit 4:** | **Portfolio Selection:** The Benefits of Diversification, Concept, risk and return of portfolios. Beta as a measure of risk and its calculation. Selection of portfolios; Markowitz Model and Efficient Frontier, Capital market theorem and Arbitrage pricing theory.<br>**Portfolio Performance Evaluation & Revision:** Performance evaluation of existing portfolio; Sharpe and Treynor measures. Revision of portfolio. | **10/25%** |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | **Understanding, Remembering** | Differentiate between investment and speculation and explain investment avenues and the working of equity markets and SEBI guidelines. | 1 & 2 |
| CO2 | **Applying** | Apply valuation techniques to equity, bonds, and derivative instruments. | 3 |
| CO3 | **Analyzing & Evaluating** | Analyze risk and return, conduct fundamental and technical analysis, and evaluate market efficiency. | 4 & 5 |

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|---|---|---|---|
| **CO4** | **Applying & Creating** | Construct optimal portfolios using models such as Markowitz, CAPM, and APT. | 3 & 6 |
| **CO5** | **Evaluating** | Evaluate and revise portfolios using Sharpe and Treynor performance measures. | 5 |

## SUGGESTED READINGS

**Textbooks:**


1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall.
2. Ranganatham S., Investment Analysis and Portfolio Management, Pearson Education.
3. Chandra P, Investment Analysis and Portfolio Management, McGraw-Hill.


**Reference Books**


1. Pandian P, Security Analysis and Portfolio Management, Vikas Publication.
2. Stephen H. Penman: Financial Statement Analysis and Security Valuation, McGraw Hill.
3. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, Prentice Hall.
4. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, Pearson Education.
5. Charles P. Jones, Investments Analysis and Management, John Wiley & Sons.
6. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, John Wiley & Sons.

# Discipline Specific Group C Elective Course -2
# MBA (Agri Business Management) Semester III
# FMDS302: Financial Market and Services

**Course objective:** The objective of this course it to provide the students understanding of concepts of Indian Financial system, financial market, various financial products and services.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **Introduction:** Overview of Financial systems In India –Structure, Regulation Role and Functions of Financial Systems –Financial Instruments –Financial Markets –Capital Markets &Money Markets – Interlink Between Money Market & Capital Market –Characteristics of Financial Markets –Functions of Stock Exchange –Introduction to Foreign exchange. | 10/25% |
| Unit 2: | **Financial Services:** Meaning, Objectives, and Significance; Types of Financial Services: Capital Market and Money Market Services; Key Intermediaries: Banking Financial Institutions, Non-Banking Financial Companies (NBFCs), Insurance Companies; Challenges in Financial Services Sector; Recent Reforms in Financial Services Sector | 10/25% |
| Unit 3: | **Venture capital:** growth of venture capital in India-financing pattern – legal aspects and guidelines for venture capital –leasing-types of leases –leasing vs. borrowing -credit rating: CRISIL, ICRA& care –factoring, forfeiting bill discounting –types of factoring arrangements –factoring in Indian context | 10/25% |
| Unit 4: | **Mutual Funds:** concepts and objectives –functions and portfolio classification-guidelines for mutual funds –working of public and private mutual funds in India –debt securitization –de-mat services – need and operations –role of NSDL & CSDL.<br>**Legal and Institutional Arrangements:** Regulatory & legal framework of government in banking--role of RBI– functions of stock exchange - listing & formalities in stock exchange –laws governing SEBI --role of SEBI –laws governing non-banking financial corporation's –laws pertaining anti-money laundering. | 10/25% |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | **Understanding** | Understand the concepts of Indian Financial system, its structure and various financial products. | 2 |
| CO2 | **Understanding** | Understand the concept of financial services, banking and non-banking financial corporations. | 2 |
| CO3 | **Analyzing & Evaluating** | Analyze the risk associated with various sources of finance/financial products. | 4 & 5 |
| CO4 | **Applying & Creating** | Apply the tools for selecting the optimum for raising fund. | 3 & 6 |

## SUGGESTED READINGS

**Textbooks:**

1 Meir Khan –Financial Institutions and Markets, Oxford Press.
2. I.M. Bhole , Financial Institutions and Market, McGraw Hill.
3. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai

**Reference Books**

1. Vasant Desai, Indian Financial Systems, Himalaya Publishers
2. E. G. Benton, Financial Intermediaries: An Introduction
3. R. D. Edminister, Financial Institution –Market and Management
4. N. Vinayakan, A Profile of Indian Capital Market

# Discipline Specific Group C Elective Course - 3
# MBA (Agri Business Management) Semester III
# FMDS303: Income Tax Law and Practice

**Course objective:** The objective of this course it to provide the students understanding of concepts of Taxation and its calculation.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **Basic Concepts:** Assessment year, Previous year, Person, Assesses, Income, Gross total Income, Computation of Total Income, Capital and Revenue Expenditure, Capital and Revenue Receipts, Income Exempted from Tax, Special Provision for Free Trade Zones, and Special Economic Zones. Residential Status of an Individual, Company, Firm, Conditions to calculate Residential Status, Incidence of tax. Residential Status of an Individual, Company, Partnership Firm, Conditions to calculate Residential Status. | 10/25% |
| Unit 2: | **Heads of Income - 1:** Understanding Income Heads, Calculation of taxable salary, Profit, and Gains of Business or Profession. **Heads of Income - II**: Income from House Property, Income from Capital Gains, &Income from other sources | 10/25% |
| Unit 3: | **Set off and Carry forward of losses & Computation of Total Income:** Mode of Set off and Carry forward of losses, inter source adjustments; Inter head Adjustments, Carry forward of loss, Aggregation of Income and Deductions from Gross Total Income. Computation of Total Income, Net Income, Gross Tax payable. | 10/25% |
| Unit 4: | **Assessment and Filing of Returns:** Advance tax, Tax Deducted at Source, Tax Collected at Source, Payment of Self-Assessment tax, Filing of e- Returns. | 10/25% |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand the Indian tax environment, basic terminologies, tax implication and rate of tax applied and tax rules. | 2 |
| CO2 | Understanding | Understand the various income head, deduction, and procedure for computing taxable income. | 2 |
| CO3 | Applying | Apply the rules for computing the income under various heads and Gross total income. | 4 & 5 |
| CO4 | Analyzing | Analyze tax and rules for computing the taxable income of individuals as per Income tax Act (current rules). | 3 & 6 |
| CO5 | Evaluating | Evaluate regulatory and legal framework of banking in India for financial requirement of the concern. | 5 |

## SUGGESTED READINGS

**Textbooks:**

1. Mehrotra H.C., Income tax Law and Accounting, Sahitya Bhawan Publications.
2. Singhania V.K. Income Tax Law and Practice, Taxmann.

**Reference Books**

1. Dr Girish Ahuja, Dr Ravi Gupta, Students Guide to Income Tax Laws, Bharat Law House.
2. Agarwal Rajeev, Income tax Law and Accounting, NavneetPrakashan.
3. V.P. Gaur, D.B. Narang, Puja Ghai& Rajiv Puri, Income Tax Law and Practices, Kalyani Publication.
4. T.N. Manoharan& G.R. Hari, Students Guide to Income Tax Laws, Bharat Law House.

# Discipline Specific Group C Elective Course -4
# MBA (Agri Business Management) Semester III
# FMDS 304: Financial Derivatives

**Course objective:** The objective of this course it to provide the students understanding of concepts of financial derivatives

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **Introduction:** Derivatives Markets, Forwards, Futures, Options, Swaps, Role of Derivatives Markets, Linkages between spot and Derivatives Markets, Criticisms of Derivatives Markets | 10/25% |
| Unit 2: | **Forward and Futures:** Market Structure, Types of Future Contracts, Pricing principles, Futures Hedging Strategies. Numerical on valuation, marking to market, hedging, arbitrage. | 10/25% |
| Unit 3: | **Options:** Options markets, Options pricing principles, Binomial Models, Black Scholes Model, Introduction to Option Greeks, Option Trading Strategies. Numerical on payoffs and P & L, trading strategies, binomial, Black Scholes, hedging, arbitrage. | 10/25% |
| Unit 4: | **Currency Derivatives**: Currency forwards, Currency futures, Currency options, Pricing, Trading Strategies. Numerical on valuation, marking to market, hedging, arbitrage.<br>**Interest Rate Derivatives**: Forward Rate Agreements, Interest Rate Futures-Eurodollar futures, Interest rate Swaps, Theory on Calls, floors, collars, Swaption, Numerical on pricing, hedging and arbitrage | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand the concepts of financial Derivatives, speculations and tools to analyze the associated risk. | 2 |
| CO2 | Understanding | Understand the currency derivatives and interest rate in details and various techniques to evaluate them. | 2 |
| CO3 | Applying | Analyze the concept of hedging and arbitrage using techniques/tools and estimating the expected returns from forward and futures contracts. | 4 & 5 |
| CO4 | Analyzing | Apply various models to calculate the expected returns from options. | 3 & 6 |
| CO5 | Evaluating | Evaluate the returns and associated risk with various financial and interest derivatives. | 5 |

**SUGGESTED READINGS**

**Textbooks:**

1. Hull, John C, Options, Futures and other Derivatives, Prentice Hall of India, New Delhi.

**Reference Books**

1. Chance Don M, An Introduction to Derivatives and Risk Management, Cengage, South Western, 10th Edition, 2015
2. Philippe Jorion, Financial Risk Manager Handbook, GARP, Wiley, 6th Edition, 2010
3. S.L.Gupta , Financial Derivatives: Theory, Concepts and Problems, PHI Learning Pvt. Ltd. (New Delhi), 2nd Edition, 2017
4. S.S. Kumar, Financial Derivatives; Prentice Hall India / Pearson Education; 2012
5. John C. Hull, Options, Futures & Other Derivatives, Pearson Education, 10th Global Edition, 2021
6. Jayanth Rama Varma, Derivatives & Risk Management, McGraw Hill Education, 1st Edition, 2008.

# Discipline Specific Group C Elective Course -5
# MBA (Agri Business Management) Semester IV
# FMDS401:Mergers & Acquisitions

**Course objective:** The objective of this courses it to provide the students' knowledge of concepts of mergers and acquisitions.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Introduction to Mergers and Acquisitions:** Meaning – Reasons – theories of mergers & acquisitions –Types of Combinations – Forms of Merger – Motives and Benefits of Merger – Financial Evaluation of a Merger. Merger Negotiations: Meaning and Significance of P/E Ratio. Problems on Exchange Ratio and Impact of Merger on EPS and Market Price. | 10/25% |
| **Unit 2:** | **Amalgamation and Acquisition:** Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase – Methods of Purchase Consideration – Calculation of Purchase Consideration (AS14), Net asset Method – Net Payment Method. | 10/25% |
| **Unit 3:** | **Accounting for Amalgamation:** Entries and Ledger Accounts in the Books of Transferor Company and Transferee Company – Preparation of new Balance sheet.(Vertical Format). | 10/25% |
| **Unit 4:** | **Demerger:** Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy – growth, synergy, operating synergy, financial synergy, diversification.<br>**Takeover:** Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies. | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the basic concepts of mergers, acquisitions, takeovers, demergers, and amalgamation. | 2 |
| **CO2** | **Understanding** | Understand merger negotiations. | 2 |
| **CO3** | **Applying** | Apply the accounting standards related to merger and acquisition, and computation of purchase consideration as per AS-14. | 3 |
| **CO4** | **Evaluating** | Evaluate the position of firm before and after merger and acquisitions and need for demerger and reverse merger. | 5 |
| **CO5** | **Creating** | Create a proposal for merger keeping mind the various perquisites of merger and acquisitions. | 6 |

**SUGGESTED READINGS**

**Textbooks:**


1. Gupta, Manju, Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing.
2. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, Pearson Education.

**Reference Books**


1. Sundarsanam: Creating Value from Mergers and Acquisitions, Pearson Education.
2. Ramanujan. S.; Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill.
3. Narayankar, Ravi: Merger and Acquisitions Corporate Restructuring, Strategy and Practices, International Book House Pvt. Ltd.
4. Andrew J. Sherman, Mergers and Acquisitions from A to Z, AMACOM

# Discipline Specific Group C Elective Course -6
# MBA (Agri Business Management) Semester IV
# FMDS402: Behavioural Finance

**Course objective:** The objective of this courses it to provide the students' knowledge of the concept, theories and anomalies of behavioral finance.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Introduction to Behavioral Finance:** The Winner's Curse, Bubbles, and IPOs: Introduction, Market Efficiency, The Winner's Curse –Auction, Ingredients of the Winner's Curse, Valuation uncertainty, Many bidders, Historical Bubbles. Experimental Bubbles –Liquidity, Inexperience, Internet Bubble, Uncertain Values, Liquidity, IPOs; | **10/25%** |
| **Unit 2:** | **Preferences:** Framing, Prospect Theory, and violations of Expected Utility, Expected Utility–Cancellation, Transitivity, Dominance, Invariance, Violations of Expected Utility, Prospect Theory, Risk aversion—Rabin and Thaler, "Coherent Arbitrariness." Mental accounting, Prospect Theory, & Attention: Mental accounting, Prospect Theory & mental accounting—Investors. | **10/25%** |
| **Unit 3:** | **Social Security of Investors:** IPOs revisited—money on the table, Attention-All that Glitters, Anomalies Revisited-Accounting based anomalies, Calendar anomalies, Celestial and meteorological anomalies, Attention based anomalies, Value vs. growth, Size, Equity premium, Myopia, Momentum, Behavioral theories of Momentum-Representativeness, Overconfidence and self-attribution bias, Disposition effect. Savings Behavior-Own company stock, Naïve diversification, Default savings rates and allocations, | **10/25%** |
| **Unit 4:** | **Behavioral Corporate Finance:** Limits of arbitrage, no need for aggregation, Overconfidence, Executive compensation, Capital budgeting, Fairness, Ethics, Advertising to investors-Where do new investors learn what to do? Illusion of control, Information based overconfidence, Affect, Loss aversion. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the concepts of behavioral finance. | 2 |
| **CO2** | **Applying** | Apply theories of behavioral finance for investment decisions. | 2 |
| **CO3** | **Applying** | Apply the mental accounting and prospect theory to overcome the expected losses in investment. | 3 |
| **CO4** | **Analyzing** | Analyze various anomalies involved in investment decisions including social security issue. | 5 |

| | | | |
|---|---|---|---|
| **CO5** | **Creating** | Create a long term plan for individual investment. | 6 |

**SUGGESTED READINGS**

**Textbooks:**

1. Ackert and Deaves, Behavioral Finance: Psychology, Decision Making, and Markets.

**Reference Books**

1. Brian R. Bruce, Handbook of Behavioral Finance.
2. Rüdiger von Nitzsch, Behavioral finance –Wiley
3. Joachim Goldberg, Ackert, Understanding Behavioral Finance.
4. John R. Nofsinger, The Psychology of Investing, Pearson Prentice Hall.
5. Meir Statman, What Investors Really Want –Learn the lessons of behavioral Finance, McGraw-Hill.

# Discipline Specific Group C Elective Course - 7
# MBA (Agri Business Management) Semester IV
# FMDS403: Business Analysis and Valuation

**Course objective:** The objective of this courses it to provide the students knowledge of the concept of financial modeling, valuation approaches, strategies and methods.

**Syllabus and detailed content**

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | Financial Analysis: Financial Modeling – concepts and application, The Analysis of the Statement of Shareholders' Equity, The Analysis of the Balance Sheet and Income Statement, The Analysis of the Cash Flow Statement, The Analysis of Profitability, The Analysis of Growth and Sustainable Earnings | 10/25% |
| Unit 2: | Approaches to Valuation: Approaches to Valuation & Identifying Value Drivers, Approaches to Valuation & Identifying Value Drivers, Estimating the Discount Rates, Growth Rates, and Cash Flows (DCF) | 10/25% |
| Unit 3: | Dividend Discount Models, FCFE Models, FCFF Models. | 10/25% |
| Unit 4: | Strategy-Finance-Valuation: Valuation Using Multiples, Strategy-Finance-Valuation Trilogy, Real Options & Brand Valuation | 10/25% |

## Course Learning Outcomes (CLO)

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | **Understanding** | Understand the concepts of financial analysis and financial modeling. | 2 |
| CO2 | **Understanding** | Understand business valuation concepts. | 2 |
| CO3 | **Applying** | Apply various approaches of valuation. | 3 |
| CO4 | **Applying** | Apply Dividend discount models. | 3 |
| CO5 | **Analyzing** | Analyze Strategy-Finance-Valuation Trilogy. | 4 |

## SUGGESTED READINGS

**Textbooks:**

1 Palepu Krishna G. and Healy Paul M.: Business Analysis & Valuation Using Financial Statements, Cengage Learning.

**Reference Books**

1. Financial Analysis and Business Valuation (Study Notes), The Institute of Cost Accountants of India.
2. Beccalli E. and Frantz P.: Valuation and securities analysis, University pf London.
3. Collar Tim, Goedhart Marc &Wesels David, Valuation: Measuring and Managing the Value of Companies, McKinsey & Co.
4. Pignataro Paul, Financial Modeling and Valuation: A Practical Guide

# Discipline Specific Group C Elective Course - 8
# MBA (Agri Business Management) Semester IV
# FMDS404: International Financial System

**Course objective:** The objective of this courses it to provide the students knowledge of the concept of international financial management, foreign exchange and international monetary system.

| L | T | P | CR |
|---|---|---|---|
| 3 | 0 | 0 | 3 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| Unit 1: | **Introduction:** Growing importance of international finance, Balance of Payments-current account, capital account, official reserve account, BOP trends in major countries, persistent current account deficits and surpluses among nations (Global Imbalances) and their repercussions. Growing importance of a unified Europe and emerging Asia. | 10/25% |
| Unit 2: | **International Monetary System:** Evolution of the international monetary system, bimetallism, Gresham's Law, classical gold standard, its strengths and weaknesses, inter war period, Bretton woods system, Triffin's Paradox, special drawing rights, flexible exchange rate regime, Fixed versus floating exchange rate systems. | 10/25% |
| Unit 3: | **Exchange Rate Determination and Forecasting:** Measuring exchange rate movements and volatility, factors influencing exchange rates, Government intervention-direct and indirect intervention, Interest Rate Parity, covered and uncovered interest arbitrage, Purchasing Power Parity-absolute and relative, Fisher Effect and International Fisher Effect. Forecasting Exchange Rates- Technical Approach, Fundamental Approach and Efficient Market Approach. | 10/25% |
| Unit 4: | **International Financial Markets:** Forex Markets; spot market, direct andindirect exchange quotations, bid ask spread, cross exchange rates, forwards, futures and options market. International money markets, international credit markets, international bond markets and international stock markets. Regulatory asymmetry and its implications. | 10/25% |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO Code | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Understanding | Understand the concepts of international financial management, international monetary system and other international financial institutions. | 2 |
| CO2 | Understanding | Understand the concepts of foreign exchange. | 2 |
| CO3 | Applying | Apply the various exchange rate risk tools and techniques. | 3 |
| CO4 | Analyzing | Analyze the various exchange rate determinants for measuring the exchange rate risk associated with the business. | 4 |
| CO5 | Analyzing | Analyze the international financial markets and various implications related to purchasing power parity. | 4 |

## SUGGESTED READINGS

**Textbooks:**

1. Eun, Cheol S. and Resnick, Bruce G., International Financial Management, McGraw- Hill.
2. Krugman, Paul R., Obstfeld, Maurice and Melitz, Marc, International Economics, Pearson Education.

**Reference Books**

1. Madura, Jeff, International Corporate Finance, South-Western/Cengage learning.
2. Levi D, Maurice, International Finance, Routledge.
3. Giddy I.A.N., Global Financial Markets, AITBS, New Delhi.
4. Apte P.G., International Financial Management, McGraw Hill, New Delhi.

# Summer Internship
# MBA (Agri Business Management) Semester III
# MBSI 301:Summer Internship Report Evaluation

| L | T | P | C |
|---|---|---|---|
| 0 | 0 | 0 | 6 |

Students will have to undergo industrial training of six to eight weeks in any industry or reputed organization after the II semester examination in summer. The evaluation of this training shall be included in the III semester evaluation.

The student will be assigned a faculty guide who would be the supervisor of the student. The faculty would be identified before the end of the II semester and shall be the nodal officer for coordination of the training.

Students will prepare an exhaustive report of the training during the III semester which will be duly signed by the officer under whom training was undertaken in the industry/ organization and faculty guide. Student shall bring the certificate from the industry/organization duly signed by competent authority of the industry/organization.

The student at the end of the III semester will present his report about the training before a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty guide would be a special invitee to the presentation. The seminar session shall be an open house session. The internal marks would be the average of the marks given by each member of the committee. Internal marks will also be evaluated by faculty guide/supervisor.

The marks by the external examiner appointed by the University would be based on the report submitted by the student which shall be evaluated by the external examiner and viva voce conducted of the student concerned.

**The marking shall be as follows:**

| | |
|---|---|
| **Internal: 50 marks** | By the Faculty Guide – 25 marks.<br>By Committee appointed by the Dean – 25 marks. |
| **External: 50 marks** | By External examiner appointed by the University- 50 marks |

# Dissertation

## MBA (Agri Business Management) Semester IV

## MBDR401: Dissertation Report Evaluation

| L | T | P | C |
|---|---|---|---|
| 0 | 0 | 12 | 6 |

The students will be required to conduct MBA dissertation project under a faculty supervisor. The research problem will be identified in an emerging area of business management. The dissertation will be divided into two parts. Part I of the dissertation would focus on problem formulation and literature review. Part II would include data collection, analysis, results and discussion. The other possible formats for MBA dissertation could be case-study research.

The student at the end of the IV semester will present his/her dissertation report before a committee constituted by the Dean of the College which would comprise of at least three members comprising of the Department: HOD, Class Coordinator and a nominee of the Dean. The student's faculty supervisor would be a special invitee to the presentation. The seminar session shall be an open house session. The internal marks by committee would be the average of the marks given by each member of the committee. Internal marks will also be evaluated by faculty guide/supervisor. The marks by the external examiner appointed by the University would be based on the report submitted by the student which shall be evaluated by the external examiner and viva voce conducted of the student concerned.

**The marking shall be as follows:**

| | |
|---|---|
| **Internal: 50 marks** | By the Faculty Supervisor – 25 marks.<br>By Committee appointed by the Dean – 25 marks. |
| **External: 50 marks** | By External examiner appointed by the University - 50 marks |

# Research Based Course

# Research Based Course
# MBA (Agri-Business Management) Semester IV
# MBRC401: Research Methodology 2

**Course objective**: The primary objective of this course is to make students understand the role of ethics in research and develop a research orientation among the students and to acquaint them with advanced fundamentals of research methods.

| L | T | P | C |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Brief introduction of Research and Research Methodology. Ethics: definition, nature of moral judgments; Redundant publications: duplicate and overlapping publications, salami slicing; Scientific misconducts: Falsification, Fabrication, and Plagiarism (FFP) | **10/25%** |
| **Unit 2:** | Parametric Tests- Testing Hypotheses on Two-Samples, Hypothesis Testing for Differences between Means and Proportions; Tests for Differences between Means: Large Sample Sizes; Tests for Difference between Means: Small Sample Sizes; Tests for Differences between Proportions: Large Sample Sizes | **10/25%** |
| **Unit 3:** | Hypothesis Testing: Non Parametric Tests; Chi square test, The Sign Test for Paired Data; Rank Sum Tests- The Mann- Whitney U Test, Kruskal- Wallis Test; Rank Correlation | **10/25%** |
| **Unit 4:** | Writing a research Report. Types and Layout of Research Report, Precautions in Preparing the Research Report. Role of Bibliography and Annexure in the research report. | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO No. | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand basic concepts of research and its methodology | 2 |
| **CO2** | **Understanding,** | Understand the research publication ethics | 2 |
| **CO3** | **Applying,** | Apply hypothesis testing procedures on two sample tests | 3 |
| **CO4** | **Applying,** | Apply Non Parametric Tests of hypothesis testing in real life cases | 3 |
| **CO5** | **Creating** | Create a research report on the basis of the research conducted. | 6 |

**SUGGESTED READINGS**

**Text Books:**


1. Ranjit Kumar (2009) Research Methodology, 2nd edition, Pearson Education
2. Dr. Gupta, SL and Gupta, Hitesh (2011), Research Methodology, International Book House Pvt. Ltd.


**Reference Books:**


1. Donald Cooper and PS Schindler (2009) Business Research Methods, 9th edition, Tata McGraw Hill.
2. Richard Levin and DS Rubin (2009) Statistics for Management, 7th edition, Pearson Education

# Compulsory Skill Enhancement Courses (SEC- Group) For Exit after First Year

## For Exit after First Year year Compulsory Skill Enhancement Courses (SEC- Group)-01

## MBA (Agri-Business Management))

# MSECE 001: Industry Readiness and Employability Skills

**Course objective:** The primary objective of this course is to equip students with essential professional skills, behavioral competencies, and practical knowledge required for successful entry and growth in the corporate world.

| L | T | P | C |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | **Communication for the Workplace:** Basics of Business Communication: Verbal and Non-verbal; Email and Digital Etiquette; Presentation Skills (with tools like PowerPoint); Public Speaking and Group Discussion Skills; Listening and Feedback Skills | **10/25%** |
| **Unit 2:** | **Resume Building and Interview Preparation:** Types and Formats of Resumes; Cover Letters and LinkedIn Profile Optimization; Mock Interviews: HR and Technical; Personal Branding; Dress Code, Body Language, and Professional Etiquette | **10/25%** |
| **Unit 3:** | **Teamwork, Leadership & Workplace Behaviour:** Team Dynamics and Conflict Resolution; Leadership Styles and Workplace Roles; Working in Multicultural and Remote Teams; Time Management and Goal Setting; Workplace Ethics and Corporate Culture | **10/25%** |
| **Unit 4:** | **Critical Thinking and Problem-Solving Skills:** Introduction to Problem-Solving Frameworks; Case Study Analysis and Decision-Making Models; Innovation and Creative Thinking; Analytical Tools: SWOT, Fishbone Diagram, etc.; Handling Pressure and Adaptability | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO No. | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| CO1 | Applying | Demonstrate effective communication skills in a professional environment. | 3 |
| CO2 | Applying | Exhibit teamwork, leadership, and interpersonal skills. | 3 |
| CO3 | Applying, | Prepare a job-ready resume, face interviews confidently, and understand workplace etiquette. | 3 |
| CO4 | Analyzing, | Analyze business problems using critical thinking and decision-making tools. | 4 |
| CO5 | Evaluating | Develop a growth mindset through self-awareness, time management, and emotional intelligence. | 5 |

**SUGGESTED READINGS**

**Text Books:**


1. Soft Skills: Enhancing Employability – M.S. Rao, Cengage Learning, 2021
2. Communication Skills for Professionals – Nira Konar, PHI Learning, 2011
3. The 7 Habits of Highly Effective People – Stephen R. Covey, Simon & Schuster, 2020


**Reference Books:**


1. Campus to Corporate: Your Roadmap to Employability – Gangadhar Joshi, SAGE Publications, 2015

## For Exit after First Year year Compulsory Skill Enhancement Courses (SEC- Group)-02

## MBA (Agri-Business Management))

## MSECE 002: Data Analysis Using Excel & Visualization Tools

**Course objective**: To enable students to apply data analysis techniques using Excel and modern visualization tools for effective decision-making in business contexts.

| L | T | P | C |
|---|---|---|---|
| 2 | 0 | 0 | 2 |

**Syllabus and detailed content**

| Unit | Content | Hrs/ Weightage |
|---|---|---|
| **Unit 1:** | Basics of MS Excel Interface and Data Types; Cell Referencing (Relative, Absolute, Mixed); Data Entry, Sorting, Filtering; Conditional Formatting; Basic Functions: SUM, AVERAGE, COUNT, IF, VLOOKUP, HLOOKUP | **10/25%** |
| **Unit 2:** | Descriptive Statistics (Mean, Median, Mode, Variance, Std. Dev.); Data Validation and Error Checking; What-If Analysis: Goal Seek, Scenario Manager; Forecasting and Trendlines; Correlation and Regression Analysis | **10/25%** |
| **Unit 3:** | Pivot Tables and Pivot Charts; Data Analysis Toolpak; Solver and Optimization; Lookup and Reference Functions (INDEX, MATCH); Logical and Text Functions | **10/25%** |
| **Unit 4:** | Introduction to BI Tools: Power BI or Tableau; Connecting Data Sources; Creating Interactive Dashboards; Filters, Slicers, and Drill-Down; Exporting and Sharing Report | **10/25%** |

**Course Learning Outcomes (CLO)**

On completion of this course, the students will be able to:

| CO No. | Cognitive Abilities | Course Outcome | Bloom's Level |
|---|---|---|---|
| **CO1** | **Understanding** | Understand the fundamentals of data handling and analysis using Excel. | 2 |
| **CO2** | **Applying** | Perform statistical analysis and use Excel functions for business insights. | 3 |
| **CO3** | **Applying,** | Use Excel tools (Pivot Tables, Charts, Solver, etc.) for decision-making. | 3 |
| **CO4** | **Creating,** | Create interactive dashboards and business visualizations using Power BI/Tableau. | 6 |
| **CO5** | **Evaluating** | Interpret data patterns to support strategic and operational business decisions. | 5 |

**SUGGESTED READINGS**

**Text Books:**


1. Data Analysis Using Excel – *Ash Narayan Sah*, PHI Learning, 2021,
2. Microsoft Excel 2021 Data Analysis and Business Modeling – *Wayne Winston*, Microsoft Press, 2021;
3. Business Analytics: Data Analysis & Decision Making – *Albright & Winston*, Cengage, 6th Ed., 2020;
4. Getting Started with Tableau – *Joshua N. Milligan*, Packt Publishing, 2020