

**2017**



**Centurion**  
**UNIVERSITY**  
*Shaping Lives...  
Empowering Communities...*

**COURSE BOOK**

**MBA (Agribusiness Management)**

**School of Management  
Centurion University of Technology & Management  
<http://www.cutm.ac.in>**

**School of Management, Paralakhemundi**

**MBA (Agribusiness Management)**

**Two years proposed course structure: Total 106 Credits**

**First Semester: (26 Credits)**

Sl. No	COURSE CODE	TITLE	L-T-P	CREDITS
1	MGGM1104	Managerial Economics	4-0-0	4
2	MGMK1101	Marketing Management	4-0-0	4
3	MGDA1103	Individual and Group Behaviour	2-0-0	2
4	MGGM1102	Basic Communication Skills	0-0-4 (Workshop Mode)	4
5	MBDM1104	Quantitative Techniques	4-0-0	4
6	MGFM1101	Accounting for Managers	4-0-0	4
7	MGAM1101	Principles of Management	2-0-0	2
8	MGAM1102	ICT in Agriculture	2-0-0	2
<b>Total</b>				<b>26</b>

**Second Semester: (28 Credits)**

Sl. No	COURSE CODE	TITLE	L-T-P	CREDITS
1	MGFM1202	Financial Management	4-0-0	4
2	MGAM1201	Research Methods	4-0-0	4
3	MGOM2302	Logistics and Supply Chain Management	2-0-0	2
4	MGAM1202	Societal Analysis and Rural Institutions	4-0-0	4
5	MGAM1203	Agricultural Marketing	2-0-0	2
6	MGAM1204	Economic Environment for Agriculture	4-0-0	4
7	MGGM1206	Communication Perspective of Management (FC)	0-0-2 (Workshop Mode)	2
8	MGAM1205	Cost Accounting	4-0-0	4
9	MBDM1202	Operation Research	2-0-0	2
<b>Total</b>				<b>28</b>

**Third Semester: (26 Credits)**

Sl. No	COURSE CODE	TITLE	L-T-P	CREDITS
1	MGAM2101	Study of an Organization	0-0-6	4
2	MGAM2102	Field Intervention/ (Ag. Development Action)	0-0-6	4
3	MGAM2103	Sales and Distribution Management	2-0-0	2
4	MGAM2104	Agricultural Extension Management	2-0-0	2
5	MGAM2105	Corporate Social Responsibility	2-0-0	2
6	MGAM2106	Disaster Management	2-0-0	2
7	MGAM2107	Food Retail Management	2-0-0	2
8	MGAM2108	Post-harvest and Processing Management	2-0-0	2
9	MGAM2109	Insurance and Risk Management	2-0-0	2
10	MGIT1202	Management Information Systems	2-0-0	2
11	MGAM2110	Basics of Project Management	2-0-0	2
		<b>Total</b>		<b>26</b>

**Fourth Semester: (26 Credits)**

Sl. No	COURSE CODE	TITLE	L-T-P	CREDITS
1	MGAM2201	Management Action Component	0-0-6	4
2	MGAM2202	Management Action Component-2	0-0-6	4
3	MGAM2203	Live-stock management	2-0-0	2
4	MGAM2204	Agri-export and WTO	2-0-0	2
5	MGAM2205	Total quality Management	2-0-0	2
6	MGAM2206	Contract Farming	2-0-0	2
7	MGAM2207	Micro-finance and FI	2-0-0	2
8	MGAM2208	Advertising and Mass Communication	2-0-0	2
9	MGAM2209	Commodity market and trading	2-0-0	2
10	MGAM2210	Social Entrepreneurship*	4-0-0	4
		<b>Total</b>		<b>26</b>

\* Starts with 3<sup>rd</sup> Sem

**Paper: 1**

**Managerial Economics**

**Credit: 4**

**Code: MGGM1104**

**Course Objective:**

- a) To provide students with a basic understanding of the micro economic principles, methodologies and analytical tools that can be used in business decision making problems.
- b) To provide an understanding of the economic environment and its impact on strategy formulation.

**Course Content:**

**Unit: I**

Introduction to Managerial Economics, Nature and Scope, Relationship with other areas in Economics, role of managerial economist, Scarcity, Choice and Efficiency, Circular Flow of Economic Activity, Fundamental concepts of micro economics, Economic Role of Government.

**Unit: II**

Theory of demand, Elasticity of Demand: Price, Income and Cross elasticity of demand, uses of elasticity of demand in business decisions. Analysis of Supply, Equilibrium of demand and supply, Demand Estimation, Demand Forecasting

**Unit: III**

Production Function: Production function with one variable input, Production function with two variable inputs, optimal combination of inputs, Returns to scale. Cost Theory: Types of costs, Production and cost, Short-run cost functions, Long-run cost functions, Economies of scale and scope, Break-even and Cost-Volume-profit Analysis.

**Unit: IV**

Market and firms, equilibrium price and output determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Consumer and Producer Theory in Action, Markets and Market Failure

**Books Recommended:**

*Text Books:*

1. Mankiw, N.G (2006), "Principles of Microeconomics" Cengage Learning
2. Dwivedi D.N (2007), "Microeconomics Theory and Policy", 2<sup>nd</sup> Edition, Tata McGraw Hill

*References:*

3. H.L Ahuja, Managerial Economics, S. Chand Publication
4. Dholokia and Oza(1999), Microeconomics for Management Students, 2<sup>nd</sup> Edition. Oxford.
5. Koutsoyiannis, A (1975), Modern Microeconomics Macmillan Press.
6. Meheta, P.L (1999), "Managerial Economics" Sultan Chand & Sons
7. Pinyck & Rubinfeld, Mehta, P.L. (2009), "Microeconomics", 7th edition, Prentice hall.
8. Salvatore (S). (2009), "Principles of Microeconomics", 5<sup>th</sup> edition, Oxford University Press
9. Gupta, G.S (2007), "Microeconomics" 3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi.
10. Modern Micro Economics, , Koutsoyiannis, (1975) , A, Macmillan Press
11. Managerial Economics, Mehta, P. L (1999), Sultan Chand & Sons

**Paper: 2**

**Marketing Management (MM)**

**Credit: 4**

**Code: MGMM1101**

**Course Objective:**

- a) To familiarize the students with the concepts and theories and strategies of marketing.
- b) To focus on the application of these concepts to various marketing contexts
- c) To understand the dynamic nature of environment where marketing decisions are made
- d) To effectively manage the marketing mix

e) To focus on the emerging areas of marketing

**Course Content:**

**Unit: I**

**Introduction to marketing;** What is marketing?, Importance of marketing function, Process of marketing, Concepts like need, want, value, satisfaction etc, Elementary idea of marketing mix. **Understanding Marketing Environment;** Factors affecting marketing environment (PESTEL), Competition, Porter's five force model, Market intelligence system, Introduction to market research, Market research and forecasting

**Unit: II**

**Segmentation, Targeting & positioning (STP);** What is market segmentation?, Criteria for effective segmentation, Evaluating & selecting market segmentation, Targeting selected markets, Targeting strategies, Positioning theory, Effective positioning strategies, Positioning of brands and repositioning

**Unit: III**

**Product Management;** Product concept, Classification of products, Product life cycle (PLC), Brand & brand management, what is brand equity. **Pricing;** Meaning & objective, steps in setting the price, price responses to competition, pricing policies. **Promotion;** What is promotion, types of promotion, advertising, sales promotion, integrated marketing communication **Place;** Marketing channels, Channel conflict management, Distribution system and logistic management **Sales management;** Basics of sales management, managing sales force, Principle of personal selling **Consumer Behavior;** Role of consumers, Consumer decision making process, Post purchase behavior.

**Unit: IV**

**Services Marketing;** Characteristics of services, service quality, service quality dimensions, 7Ps of services, service failure and service recovery **Retail Management;** what is retailing, Issues associated with retail management. **Social marketing;** Importance of social marketing, Key success factors in social marketing. **Marketing and Organizational Strategy;** Managing the product portfolio, SBU, The Boston Consulting Group Matrix, The GE Matrix, Ansoff's matrix **Special topics;** Green marketing, e-marketing.

**Books Recommended:**

1. Marketing Management: A South Asian Perspective- Phillip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, 13th Edition Pearson, Education Publication
2. Marketing Management: Fourth edition- Rajan Saxena
3. Positioning: The Battle for Your Mind- Al Ries & Jack Trout, Warner Books USA

**Paper 3**

**Individual and Group Behavior**

**2 Credit**

**Course Code: MGDA1103**

**Course Objective:**

The objectives of the course are to understand the dynamic of individual, interpersonal and group behavior in organizational setting, develop students' knowledge and competence to deal with human problems of management and developing students' awareness and insight for personal and professional growth.

**Curriculum:**

**Module: 1** Behaviour of individuals and small groups

**Module: 2** Learning

**Module: 3** Perceptual processes, Beliefs; attitudes and values

**Module: 4** Personality; attribution; self-concept; motivation; leadership; active listening; interpersonal communication and interpersonal conflicts

**Module: 5** Management of stress at workplace

**Books Recommended:**

- Organisational Behaviour, by Steven L. McShane and Mary Ann Von, Tata McGraw Hill, New Delhi.

**Paper: 4                      Basic Communication Skills (BCS)                      Credit: 4**

**Code: MGGM1102**

(Workshop Mode)

**Course Objective:**

Focus on the basic communication skills required to manage the human resources of the organization, emphasis on the core areas of functional language and provide a useful strategy for self- improvement.

**Course Content (18hrs theory and 36hrs lab):**

**Unit: I**

**Essentials of Communication**

Importance of communication in management, Functional grammar review, Useful language & expressions, Requisite skills for Managers, 7 C's of effective communication, Body language, Listening to be heard.

**LAB:** Sounds of English, listening activity, online learning - grammar and vocabulary, professional expressions, role-play on body language

**Unit: II**

**Writing & Reading in Communication**

Business writing: structure and layout, types of business letters, in- house communication, correspondence feedback, Email writing, Reading management case study & comprehension, note making and verbal ability.

**LAB:** Writing workshop, idea generation and presentation, writing assignments, reading comprehension & note making, analysis of word power & language

**Unit: III**

**Business Performance Skills**

Presentation, Conversation to communication in business, Group discussions, Team presentation, Meetings and conferences, Personal grooming and etiquette.

**LAB:** Book review presentation, role play on business conversation, team presentation, mock business meetings.

**Books Recommended:**

*Text*

- Krizen .Merrier.Logan. Williams, Business Communication, Thomson
- Bovee , Thill and Schatzman, Business Communication Today
- Rai, Managerial Communication
- Sylee Gore, English for Marketing and Advertising, Oxford Business English, Oxford University Press(EMA, Gore)
- Liz Hamp-Lyons Ben Heasley, Writing, A Course in Writing Skills for Academic Purposes, Second Edition, Cambridge.
- Shirley Taylor, Model Business Letters (MBL)and Other Business Documents, 5<sup>th</sup> Edition.

*Reference*

- How to Write and Speak Better, Reader's Digest
- Arthur H. Bell & Dayle M. Smith, Management Communication
- Leena Sen, Communication Skills

**Paper: 5**

**Credit: 4**

**Code: MBDM1104**

**Course Objective:**

To acquaint the students with different application of quantitative techniques in business decision making.

**Course Content:**

**Unit: I**

Nature, Scope and limitations of statistics; uses of statistics to business and industrial activities, Statistical Data – primary and secondary data, Collection of data, Classification and tabulation of data, Diagrammatic and graphic representation of data. Questionnaire –its characteristics and drafting

**Unit-II**

Data Measure of Central Tendency: Introduction, Meaning of quantitative technique, statistical research , Measures of central tendency (Averages), Arithmetic mean, Weighted Mean, Median, Mode Measures of Dispersion: Range, Quartile Deviation, Mean Deviation, Standard Deviation, Coefficient of Variation

**Unit: III**

Probability: Basic concepts, Bayesian, Probability Distribution- Binomial, Poisson, Normal Distribution

**Unit-IV**

Sampling: Introduction, why sampling, sampling methods, Sampling distribution, standard error, type I and II error, Estimation, properties of good estimator, Type of estimation, Confidence limit .Hypothesis: Hypothesis testing, Z-test, t-test, Chi square test, F-test, ANOVA

**Books Recommended:**

1. Business Statistics - J K Sharma (Text)
2. Statistics for Management - Levin / Rubin
3. Fundamentals of statistics - Elhance
4. Statistical Methods - S.P. Gupta

**Paper: 6**

**Accounting for Managers (AM)**

**Credit: 4**

**Code: MGF1101**

**Course Objective:**

This course ‘Accounting for Managers’ has been designed to enable the students to acquire the skills necessary to prepare, use, interpret and analyze financial information.

**Course Contents**

**Unit: I**

Accounting Environment of Business, Corporate Entities: Salient Features, GAAP: Concepts, Conventions, Assumptions, Accounting Standards.

Accounting Equation: Tool to understand business decisions, Basic Accounting Equation, Financial Statements: Balance Sheet and Income Statement, Cash Flow Statement

**Unit: II**

Equity Instruments: Equity and Preference Capital, Debt Instruments: Debentures/ Bonds/ Loans, Dividend and Interest payment, Fixed Assets and Depreciation, Inventory Valuation, Revenue Recognition, Expenses, Profit: Gross Profit/PBDITA/PBIT/PBT/PAT

**Unit: III**

Interrelationship between Financial statements, Financial Statement Analysis: Common Size Statements, Ratio Analysis, Du Pont Analysis, Inter-firm and intra-firm comparison

**Unit-IV**

Cost, Cost Concept, Elements of Cost, Cost Centres, Preparation of Cost Sheet, CVP Analysis, Budgeting and Budgetary Control, Standard Costing

**Books Recommended:**

1. Accounting for Management—Ashok Sehgal, Taxxman
2. Financial Accounting -- A Managerial Perspective, R. Narayanswamy, PHI
3. Khan & Jain – Management Accounting, TMH
4. Horngreen, Datar, Foster- Cost Accounting, Pearson
5. Financial Accounting, Jain/Narang/Agrawal, Kalyani
6. Basic Financial Accounting for Management, Shah, Oxford

**Paper 7****Principles of Management****credits: 2****Course Code: MGAM1101****COURSE OBJECTIVE**

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

**COURSE STRUCTURE:**

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

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

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

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

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

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

**Communication:** Importance of Communication. The Communication Process - Channels of Communications. Formal and Informal barriers to Effective Communication. Overcoming Barriers to interpersonal communication. Communication in Organisation. Factors influencing organisation communications. Communication network within





Developing skills for preparation and interpretation of business information apart from application of financial theory in investment decisions, with special emphasis on working capital management, Capital Budgeting and other concepts.

**Course Contents:**

**Unit: I**

**An Overview of Financial Management:**

Finance Functions; Goal of Financial management - Profit Maximisation vs. Wealth Maximisation; Agency problem, The Financial Environment

**Risk and Return Analysis:**

Stand Alone Risk; Statistical Tools for Measuring Risk; Portfolio and Risk Diversification; Systematic Risk and Unsystematic Risk; Expected Rate of Return and Realized Rate of Return for a Single Asset and a Portfolio.

**Time Value of Money:**

Concept of Time Value, Discounting and Compounding; Multi-period Compounding; Nominal Rate of Interest vs. Effective Rate of Interest; Loan Amortization

**Unit: II**

**Financing Decision – Capital Structure**

Leverage and Capital Structure, Impact of Leverage on Capital Structure: EBIT-EPS Approach; Capital Structure and Firm Value – Net Income Approach, Net Operating Income Approach, Capital Structure Practices in India.

**Investment Decision – Capital Budgeting:**

Project Classification; Investment Evaluation Techniques: DCF and Non-DCF Techniques; NPV vs. IRR; MIRR; Cost of Capital, Assumptions of Cost of Capital, Components of Cost of Capital and WACC

**Unit: III**

**Dividend Decision – Retained Earnings and Dividend Policy**

Dividend Policy and Firm Value, Walter's Model and Gordon's Model, Factors affecting Dividend Policy, Forms of Dividend, Stock Splits, Bonus Shares

Short-Term Investment Decisions – Overview of Working Capital Management

Concept of Working Capital, Need, Determinants, Operating Cycle, Estimation of Working Capital

**Unit: IV**

Cash Management, Receivables Management, Inventory Management.

**Books Recommended**

1. Fundamentals of Financial Management by R. P. Rustagi, Taxxman
2. Financial Management by I. M. Pandey
3. Financial Management – Theory and Practice by Chandra
4. Basic Managerial Finance by Lawrence A. Gitman
5. Financial Management – Text and Problems by Khan & Jain
6. Fundamentals of Financial Management by Brigham & Houston

**Paper 10**

Research Methods

Credits 4

**Code MGAM1201**

**Course Objective:**

The course is concerned with systematic gathering and analysis of information needed either to understand or to solve a managerial problem or a phenomenon. The objective of the course is to sensitize students with an appropriate research design, several research techniques, to enable them to conduct investigations within and outside their organizations.

**Course Content:**

Nature and Scope of Business Research, Identification of Research problem, Research objective, Research and application, Importance, how to do, Marketing Research as an Investment Decision – Bayesian Approach Interpretation, Role in Strategy formulation, Identification of research problem, research objective, types of business research, research process,

**Research designs:** Exploratory, descriptive, experimental and observational, planning and formulation of research projects. Research Brief: Statement of Research Problem, Review of Literature, Hypotheses Formulation.

**Tools of research:** Preparation of questionnaire and schedules, measurement problem and scaling Techniques, Nominal, Ordinal, Interval, Ratio, Thurston Scale, Questionnaires using Item Analysis e.g. Likert Scale, collection of data: Primary and secondary data, Survey Design (including online survey) . Social Science Research, Participatory Rural Appraisal.

**Sampling:** Probabilistic & NP sampling, methods of drawing samples, concepts of different sampling methods Qualitative Vs Quantitative research methods, Qualitative techniques used in gathering raw primary data, Focus Group discussion,

**Data Analysis:** Data entry, editing, coding, Data Tabulation,- (USE OF SPSS) Data Analysis Techniques– Crosstabs, Correlation, Goodness of fit, ANOVA- one way , two way, Demand Estimation, Qualitative forecasting techniques- Delphi Technique, Opinion Based method. Non-parametric tests : chi-square, Tukey Kramer, Kruskal Wallis, Wilcoxon signed rank test, ,Man- Whitney U test. Factor Analysis, Cluster Analysis,

**Research Results:** Report preparation and presentation process, report format, report writing, guidelines for table and graph.

**Books & Reference:**

1. Debashis Pati ,Marketing Research , University Press
2. Paul E. Green, D. S. Tull& G. Albaum, Research for Marketing Decisions , PHI
3. Aker, Kumar &Dey, Marketing Research ,John Willy & Sons
4. Marketing Research by N. Malhotra, Pearson Education.
5. Cooper, Donald R and Pamela S Schindler, Business Research Methods, Tata McGraw-Hill
6. Graham Gibbs Analyzing Qualitative Data , , Sage Qualitative Research Kit.

**Paper: 11      Logistics and Supply Chain Management (LSCM)**

**Code: MGOM2302**

**Credit: 2**

**Course Objective:**

This course is aimed at creating awareness on the desirability of supply chain management (SCM) concepts for the Indian Industry. The focus will be on integrated supply chain management systems. The integration of the physical (material flow) and virtual (information flow) value chain across multiple organizations will be highlighted. The emphasis will be on cross-functional approaches to supply chain management, including marketing, sales, research & development, finance and accounting, manufacturing/operations, and information technology. The participants will get a chance to rethink the way the organization integrates suppliers, production and distribution in the globally competitive economy.

**Course Content:**

**Unit: I**

**Overview of supply chain management**, objectives of a supply chain and the decision phases in a supply chain, the process views of a supply chain, nature and scope of supply chain management, model of supply chain management,

Logistics, warehousing and Expediting, Logistics and SCM Relationship, Importance of Logistics/supply chain management.

**Drivers of supply chain performance**, A framework for structuring drivers, Facilities, Inventory, Transportation, Information, Sourcing, Pricing, Obstacles to achieving fit.

### **Unit: II**

**Logistics/supply chain network design** and its importance, steps involved in logistics/supply chain network design process, factors influencing network design decisions, “design of channel of distribution” and the considerations of channel design.

**Strategic Decisions in Supply Chain**, Linking to corporate strategies, Role of Third party and integrated- logistics service providers.

#### **Role of sourcing in supply chain**

Importance of sourcing in a supply chain, sourcing grid matrix and guidelines, purchasing procedures and commonly deployed practices, strategic sourcing.

### **Unit: III**

**Demand management and customer service**, performance measures for customer service, demand management process and the problems in demand management, basic approach to demand forecasting and the forecasting methods or techniques, how to establish a customer service strategy. “Bull-whip effect” in a supply chain, managerial levers to achieve coordination within a supply chain.

**Role of transportation in a supply chain**, characteristics of transportation modes and carrier selection, transportation infrastructure available in the country, concepts of transportation economy and pricing, various transportation strategies employed by transportation managers.

**Role of Information Technology in a supply chain**, customer relationship management (CRM) approach and the supplier relationship management (SRM) approach, various logistics/supply chain information technologies used.

### **Unit: IV**

**Organisation and control in supply chain** Need for logistics/supply chain organisational structure and its importance, various types of organisational structures in integrated logistics which have been evolved over time, organisational design.

**Dimensions of performance measures**, measurement criteria used in supply chain management, major categories of performance metrics, performance measures for supply chain management, various types of performance measures, SCOR model and balanced score card method, Confidence limit.

**Global SCM and future of SCM** Cost drivers and impact on global supply chain configuration, challenges in establishing a global supply chain, changing perspectives of logistics infrastructure.

### **Books Recommended:**

1. Supply Chain Management – N Chandrasekharan(Text)
2. Supply Chain Management - Chopra • Meindl (Text)
3. Supply Chain Management - K Shridhar Bhatt
4. Supply Chain Management for competitive Advantages –Rajaram

Paper 12

Societal Analysis & Rural Institutions  
Code : MGAM1202

Credits: 4

### **Course Objectives:**

- To introduce students to the rich culture and tradition of India
- To understand the trends & techniques of social structure in India
- To critically examine the impact & interdependency factors of society & business
- To encounter the societal aspect of business
- To explore existing social issues and its impact on business
- To extensively analyse the role & impact of social and rural institutions.

## **Unit 1: Introduction to Society**

Evolution of Society, Roots of Indian Society (Concept, Effect, Social Cooperation), Impact of culture on society. Characteristics of Society, Religion & Society, Basic Tenants & Doctrines, Tradition & Society, Caste System, Tribes, Dalits & Other Excluded Groups

## **Unit 2: The Social Structure**

Social Structure (Urban, Rural) Meaning, Definition, Impact on Social Changes, Major Features, Limitations, Trends & Innovations. Power, Conflict & Resolution, Factors Affecting Social Structure

## **Unit 3: Society & Business**

The interdependency, Business as a Societal Process, Impact on Decision Making Process, Sustainability, Corporate Social Responsibility, Public Private Partnerships, Impact of Science & Technology

## **Unit 4: The Socio Economic Scenario**

Issues on Poverty, Gender Inequality, Disparity and Social Exclusion, SC, ST, Women, Child & Divyangs, Migration, Bonded Labour. Classifications & Resolution methods

## **Unit 5: Rural Institutions:**

History & Evolution, Types of Rural Institutions, Characteristics & Limitations, The Evolution & Impact of Panchayati Raj System in India, Flagship Rural Development Schemes of GoI, Role of Local Government, Cooperatives, Women's Groups, Opinion Leadership

## **Books Recommended:**

1. Indian Society and Culture: Continuity and Change – by N. Hasnain
2. Social and Cultural History of India – O.M. Prakash
3. Social Problems in India by Ram Ahuja
4. Structure & Change In Indian Society by Milton Singer & Bernard S. Cohen
5. Panchayati Raj System & Rural Development by Iqbal Mohammed

**Paper: 13**

**Agricultural Marketing**

**Credits 2**

**Code: MGAM1203**

## **Objective:**

The objective of the course is to inform and sensitize students about different aspects of Agricultural marketing. The course tries utilize the fundamental knowledge of marketing in the domain of agriculture and discusses the nuances involved in agricultural marketing

## **Contents:**

Agricultural Marketing: Concepts and Definition, Scope and subject matter. Opportunity and challenges in the Indian context.

Market structure, Market Conduct, Market performance, market functionaries or agencies.

Producer's surplus: Meaning, Types of producers surplus, marketable surplus. Marketed surplus, importance, factors affecting marketable surplus.

Market integration: meaning, definition, types of market integration.

Marketing efficiency: meaning, definition, marketing costs, margins and price spread, factors affecting the cost of marketing, reasons for higher marketing costs of farm commodities, ways of reducing marketing costs.

Procurement management, Supply chain and Channels in agricultural marketing and pricing policies.

Agriculture input marketing and agriculture output marketing: Comparison, strategies pertaining to product, price, place and promotion.

Institutions: NAFED, FCI, Warehouse corporations, FSSAI, STC, Contract farming

Reference Book:

1. Agricultural Marketing in India - S.S. Acharya and N.L. Aggarwal
2. Agricultural Price Policy - S.S. Acharya and N.L. Aggarwal
3. Marketing of Agricultural Products - R.L. Kohls and N. JoseshUhl
4. Agricultural Price Analysis - G.E. Shephard

Paper 14: ECONOMIC ENVIRONMENT FOR AGRICULTURE  
MGAM1204

**Credits: 4**

**Objective:**

- To acquaint the learner with introductory Agricultural Economics and development of agriculture in India.
- Provide orientation to the students regarding the agricultural policies and its effect on sustainable agricultural development.
- To expose the students to the various kinds of risk in farming, risk management strategies and mechanisms and insurance policies.
- To acquaint the students with agricultural cooperatives in India.

**Module I - Indian Agricultural Economics**

Scope and Subject matter of Agricultural Economics, Role and Importance of Agriculture in National Economy: share in National income, Source of livelihood, Employment, Industrial development and trade, India's position in World Agriculture, Comparison of India with other countries, Agricultural Growth in India during pre and post independence period.

Credit in Indian agriculture: purposes of loans, Sources of finance and changes in theses over the plan period. Factors determining demand for credit. Recent policy changes in regard to farm credit and their implications.

**Module II - Agricultural Policy Framework in India**

Agricultural and Economic Development, Role of Agriculture in Economic/Rural Development, Theories of Agricultural Development, Population and Food supply, Need for sound Agricultural Policies.

Agricultural taxation, Agribusiness Policies - Concept and Formulation; and New Dimensions in Agri-business Environment and Policy.

**Module III - International Trade in Agriculture**

International Trade – Basic concepts-importance of trade, gains from trade, comparative cost doctrine trade policies-instruments of trade policy- tariffs, subsidies, quotas, Case for protectionism and for free trade

WTO-Agreement on agriculture -main provisions - market access, domestic support, export subsidies and other provisions, various rounds, Doha impasse, implications of WTO provisions on Indian Agriculture-reduction commitments for India.

## **Module IV - Agricultural Risk Management and Insurance**

Crop insurance – Types, Crop Insurance – Benefits and Constraints, Crop Insurance Evolution, Crop Insurance Penetration, Fundamental Issues

Agriculture Insurance: Support Services- Scope for Using Satellite Imagery (Remote Sensing Technology, Insurance Delivery Strategies, Nationally Consistent Database)

Price Support Measures: Introduction, Minimum Support Price (MSP), Market Intervention Scheme (MIS), Scheme for Tribals, Price Stabilization Fund Trust (PSFT), Credit Risk Fund

## **Module V - Agricultural Finance & Cooperatives**

Tests of Farm Credit Proposal- Economic Feasibility Tests of Credit, Principles of Owners' Equity and Increasing Risk, Procedural Formalities in Sanction of Farm Loans, Repayment Plans, Tools of Financial Analysis: Farm Planning and Budgeting, Balanced Sheet or Net Worth statement.

Co-operative Marketing in India: Review of Experience and Issues: An Overview, Problems and Performance in Marketing Co-operatives, Co- operative Marketing - Case Studies, AMUL versus MARKFED – A Comparison, Issues and Approach for the Future.

### **Suggested Readings:**

- Sharma, V. P. and Thaker, H. (2011), Economic Policy Reforms and Indian Fertilizer Industry, Allied Publishers, 2011
- Singh, S. (2010), Agricultural machinery Industry in India, Allied Publishers
- Singh, G. (2009), Performance of Formal Rural Credit in India, Gurdev Singh, Allied Publishers
- Bhalla, G.S., 2007, Indian Agriculture since Independence, National Book Trust, India.
- Bhalla, G.S. (2007), Indian Agriculture since Independence, National Book Trust, India.
- Pandey, I. M. (1997), Financial Management. Vikas Publication
- Hooda and Gulati (2007), WTO Negotiations on Agriculture and Developing Countries, Oxford University Press, New Delhi
- Vashisht A. K. and Singh Alka (2003), WTO and New International Trade Regime- Implication for Indian Agriculture. Advance Publishing Concept.
- Ramaswami, Bharat ; Shamika Ravi And S.D. Chopra (2004), *Risk Management*, State of the Indian Farmer- A Millennium Study, Volume 22, Academic Foundation, New Delhi.
- Ansari, A. A. (1990), *Cooperative Management Patterns*. Anmol Publ.
- Vaidyanathan, A., 1988, India's Agricultural Development in a Regional Perspective, Longman Limited.

**Paper: 15      Communication Perspective of Management (CPM)      Credits: 2**  
**Code: MGGM1206**  
(Workshop Mode)

### **Course Objective:**

Provide a working knowledge of communication issues and skills required for managers, boost personal, oral, written and visual communication skills through strategic approach.

### **Course Content:**

#### **Unit: I**

#### **Innards Of Communication**

Roots of misunderstanding in management communication, overcoming barriers, empowering employees- self esteem and assertive skills, Communicating in diversity of culture.

**Lab:** Case Studies, role plays on communication situation & style

## **Unit: II**

### **Written Analysis And Communication**

Business proposals and reports, Paragraph writing, expository writing with special emphasis on data comment, creative writing: AIDA model

**Lab:** workshops on writing, writing in groups & individual assignments

## **Unit: III**

### **Business Performance Skills**

Making Oral presentation, persuasion & negotiation in communication, etiquette in business, Internet and telephone etiquette.

**LAB:** Movie review presentations, Writing & presenting persuasive messages, telephone etiquette & grooming for meeting & presentation

### **Books Recommended:**

#### Texts

1. Krizen. Merrier. Logan. Williams, Business Communication, Thomson( BC: Krizen).
2. Bovee, Thill and Schatzman, Business Communication Today (BS: Bovee).
3. M. M. Monippally, Business Communication Strategies (BCS: MMM), TMH, New Delhi, 2001.
4. Arthur H. Bell & Dayle M. Smith, Management Communication (MC: AHB & DMS), Wiley Student Edition, 2005
5. Allan Pease, Body Language

Paper 16

Cost Accounting  
Code : MGAM1205

Credits: 4

### **Objectives :**

- 1) To Impart the Knowledge of Basic cost concepts ,element of cost & Preparation of Cost Sheet.
- 2) To provide basic knowledge of important Methods & Techniques of costing.

**Level of Knowledge :** Basic understanding of the subject.

Unit 1: Introduction.

- 1 Concept of cost, costing, cost Accounting & Cost Accountancy
2. Limitations of Financial Accounting
3. Origin and objectives of cost Accounting
4. Advantages and Limitations of Cost Accounting
5. Difference between Financial and Cost Accounting
6. Cost Unit & Cost Centre

### **Unit 2: Elements of cost**

1. Material, Labor and other Expenses
2. Classification of cost & Types of Costs
3. Preparation of Cost Sheet

### **Unit 3: Methods of Costing (Theory Only)**



1. Job Costing – Meaning, Features, Advantages and Limitation
2. Contract Costing – Basic Concepts
3. Process Costing - Meaning, Features, Normal and Abnormal Loss/ Gains
4. Operating Costing – Meaning, Features & Objectives

### Techniques of Costing

Unit4 Budget and Budgetary Control- Definition, Meaning and objectives of Budgetary control Advantages and disadvantages of Budgetary Control Types of Budget

Unit 5. Marginal Costing– Meaning and Various Concepts - Fixed Cost Variable Cost, Contribution, P/V Ratio, Break Event Point, Margin of Safety

Unit 6. Standard Costing- Definition and Meaning of Various Concepts Advantages and Limitations of Standard Costing Variance Analysis – Material and labor Variances only

### Area of Practical problems:

Simple Problems on

- 1) Cost Sheet
- 2) Techniques of Costing
- I) Marginal Costing
- II) Budget and Budgetary Control – Flexible and Cash Budget
- III) Standard Costing – Material and Labour Variance

Allocation of Marks:

### Compulsory one industrial visit for updating practical knowledge

Books, Journals and Website Recommended: -

#### **Books -**

1. Advanced cost Accounting by Saxena and Vasistha.
2. Advanced cost Accounting by S.P.Jain and Narong.
3. Cost Accounting by S.N.Maheshwari
4. Cost Accounting by Ratnam.
5. Practice in Advanced Costing and Management Accounting by Prof. Subhash Jagtap Nirali Prakashan, Pune.
6. Cost and Works Accounting II and III- Prof. Subhasg Jagtap, Prof.Pagar and Dr.Nare K.S.Publication,Pune.
7. Cost Accounting – Bhatta HSM,Himalaya Publication
8. Cost Accounting – Prabhu Dev , Himalaya Publication
9. Advanced Cost Accounting – Made Gowda,Himalaya Publication

  
 **MBDM1202****Unit: I**

Forecasting: Forecasting, Simple Correlation, Regression Analysis, Time Series Analysis

**Unit: II**

Linear programming: Formulation, Graphic method, Simplex method.

**Unit: III**

Transportation Model: Initial solution-NWCM, LCM, VAM Test for optimality, MODI method

**Unit: IV**

Assignment Problem: Hungarian Method, Travelling Salesman problem. Game Theory.

**Books Recommended:**

1. Operation Research - V.K.Kapoor (Text)
2. Business Statistics - J K Sharma (Text)
3. Fundamentals of Statistics - S.C.Gupta
4. Operation Research - S.D.Sharma