

**Pimpri Chinchwad Education Trust's
Pimpri Chinchwad University
Sate, Pune - 412106**



Curriculum Structure

Master of Business Administration (MBA)

(Agri. Business Management)

(Pattern 2025)

School of Management



Effective from Academic Year 2025-26

Program Structure

Preamble:

The Agribusiness Management (ABM) program focuses on system-wide business and managerial functions performed by organizations throughout the agribusiness sector. Agri business management is the use of business fundamentals, theories and principles to improve the agricultural industry and farm production. Agricultural business management, also called agribusiness management, applies business theories and practices to the agricultural industry to make it cost effective, enhance profits and ensure that farm products are grown and distributed efficiently.

The business world has changed significantly in the past few decades. The pace at which technology has evolved is unheard and unseen. The fourth industrial revolution is bringing advanced robotics and autonomous transport, artificial intelligence (AI) and machine learning, advanced materials and biotechnology. For instance, AI will almost certainly automate some jobs, particularly those that rely on assembly lines or data collection. The mobile internet and cloud technology are already impacting the business world to a larger extent. What is certain is that the future managers will need to align their skillset to keep pace in this VUCA world. It is therefore imperative for management education to meet the challenges of rapid changing times and technologies.

In this fast disruptive digital economy and VUCA world, high-quality management education is essential for India. Use of technology is one of the powerful ways to enhance the students' ability to meet the ever-changing requirements of the corporate world and society. MBA students be equipped to work across time zones, languages, and cultures. Employability, innovation, theory to practice connectedness are the central focus of MBA curriculum design and development. The core curriculum is designed to give students an in-depth mastery of the academic disciplines and applied functional areas necessary to every non-business and business leader's success.

Vision and Mission of Programme:

Vision

Nurture Leaders and Responsible Corporate Citizens for an era of Digital Business and Transformations.

Mission

- M1: Evolve the curriculum in tune with emerging technology trends and industry needs.
- M2: Develop skills and competencies in the business domains and leading-edge technology.
- M3: Nurture agile leader with ability to drive change, innovation, and transformation.
- M4: To make the students pleasantly employable.

Program Educational Objectives (PEOs):

Post-Graduates from the MBA program are expected to attain or achieve the following.

Program Educational Objectives:

PEO1: Wider comprehending of technical concepts, technology platforms and solutions.

PEO2: Exhibit good business functional knowledge and skills.

PEO3: Inculcate key attributes of visualization of technology, innovation, critical and integrative thinking enable to solve business problems.

PEO4: Inculcate attributes of human values, ethics, and sustainability.

PEO5: Contribute actively to technology and end-user industry or in general management roles in techno rich environments.

PEO6: Demonstrate intra/entrepreneurial spirit required for driving change and transformation in the business world.

Program Outcomes (POs)

- **PO1: Leadership:** Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.
- **PO2: Innovation:** Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.
- **PO3: Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.
- **PO4: Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.
- **PO5: Global Perspective:** Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective – organizational, locational, and cultural.
- **PO6: Role of Self in the organization & in the society:** Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.

- **PO7: Techno-Proponent (PO):** Apply the knowledge and passion for technology to solve business problems in an effective manner. Demonstrate and apply appropriate cross functional management, statistical and technological tools to analyse business situations, sense opportunities and suggest innovation solutions. Evangelize technology and drive transformational changes in order to achieve business value. Support, Develop and Empathize with all stakeholders and uphold professional ethics in all settings, and drive transformational changes in order to achieve business value. Support, Develop and Empathise with all stakeholders and uphold professional ethics in all settings.
- **PO8: Entrepreneurial Mindset:** Graduates will exhibit an entrepreneurial mindset, demonstrating creativity, innovation, and an ability to identify and pursue business opportunities.
- **PO9: Business Acumen:** Graduates will possess a comprehensive comprehending of various business functions, including finance, marketing, operations, and human resources, and will be able to apply this knowledge to solve real-world business problems.
- **PO10: Decision-Making:** Students will demonstrate a comprehending of ethical considerations in business and possess the ability to make informed and responsible decisions that align with ethical principles and social responsibility.

Program Specific Outcomes (PSO)

PSO1: Apply agriculture technical and managerial skills to make ethical and socially responsible decisions to deal with complex business scenarios and achieve organizational success in Agri Business Sector.

PSO2: Develop strong leadership skills, to inspire and guide teams towards achieving Agri business objectives with global mind-set, to understand the impact of globalization and cultural diversity on agriculture business operations.

Curriculum Framework for MBA

Sr. No.	Type of course	Abbreviations
1	Major	MAJ
2	Professional Elective	MAJE
2	Elective (Minor Stream/Vocational/Program Specific)	MIN
3	Open Electives	OE
4	Massive Open Online Courses	MOOCs
5	Ability Enhancement Courses	AEC
6	Skill Enhancement Courses	SEC
7	Vocational Skill Course	VSC
8	Summer Internship/ On Job Training	OJT
9	Project	PROJ
10	Field Project	FP
11	Indian Knowledge System	IKS
12	Community Engagement Program	CEP
13	Value Education Course	VEC
14	Value Added Course	VAC

MBA Curriculum Structure

School of Management

Program Structure of Masters of Business Administration 2025-27 MBA Agri Business Management

WEF: A.Y. 2025-26 (Pattern 2025)

Semester I

Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMA101	Principles and Practices of Management & OB	MAJM	3	0	0	3	3	40	60	100
PMA102	Managerial Economics	MAJM	3	0	0	3	3	40	60	100
PMA103	Basics of Accounting	MAJM	3	0	0	3	3	40	60	100
PMA104	Introduction to Agri Business Management	MAJM	3	0	0	3	3	40	60	100
PMA105	Agri Business E-Commerce	MAJM	3	0	0	3	3	40	60	100
PMA106	Professional Elective 1	Elective	3	0	0	3	3	40	60	100
PMA107	Minor Project (Start-up)	FP	1	1	0	2	3	50	-	50
PMA108	Business Fundamentals in Contemporary World	MOOC	4	0	0	4	4	40	60	50
	Total		23	1	0	24	25	330	420	700
PMA106	Professional Elective 1									
PMA106A	Marketing Management	Elective	3	0	0	3	3	40	60	100
PMA106B	International Business	Elective	3	0	0	3	3	40	60	100

Semester II

Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
PMA109	Basics of Finance	MAJM	3	0	0	3	3	40	60	100
PMA110	Operations and Supply Chain Management	MAJM	3	0	0	3	3	40	60	100
PMA111	Management of Allied Agro Industries	MAJM	3	0	0	3	3	40	60	100
PMA112	Management of Agriculture Input Marketing	MAJM	3	0	0	3	3	40	60	100
PMI113	Professional Elective 2	Elective	3	0	0	3	3	40	60	100
PMI114	Strategic Corporate Communication	AEC	2	0	0	2	2	50	0	50
PMA115	Business Model Innovation and Brand Management	MOOCs	4	0	0	4	4	40	60	100
PMA116	Human Resource Management	MAJM	3	0	0	3	3	40	60	100
PFIL101	Foreign Language	AEC	2	0	0	0	2	50	0	50
	Total		26	0	0	24	26	380	420	800



PMH113	Professional Elective 2									
PMA113A	Food Technology & Processing Management	Elective	3	0	0	3	3	40	60	100
PMA113B	Agri Waste Management	Elective	3	0	0	3	3	40	60	100
PFL101	Foreign language									
PFIL101A	German	AEC	2	0	0	0	2	50	0	50
PFIL101B	Japanese	AEC	2	0	0	0	2	50	0	50

Exit Policy - PG Diploma in MBA: Students who opt to exit after completion of the first year and have scored required credits offered by the school in the program structure will be awarded a PG diploma in MBA, provided they must earn additional credits during the summer vacation of the first year.

First Year										
Course Code	Course Name	Course Type	Teaching Scheme					Assessment Scheme		
								Theory		
			Th	Prac	Tut	Credit	Hrs	CIA	ESA	Total
UDI-EXPG201	Prog. Spec. Sub./MOOCs	VSC	4	0	0	4	4	40	60	100
UDI-EXPG202	Project/ Internship	VSC	0	4	0	4	8	50	100	150

Semester	Credit
I	24
II	24
Total	48

1st Semester

COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester: I		Level: PG	
Course Name		Principles and Practices of Management & Organizational Behavior			Course Code/ Course Type		PMA101/MAJ M	
Course Pattern		2025			Version		1.0	
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral	
3	0	0	3	3	40	60	0	
Pre-Requisite : Basics of Management, Theories & Practices of Management								
Course Objectives (CO):					The objectives of PPM & OB course are: 1. Recall the basic concepts and principles of management. 2. Recognize the ability to apply the multifunctional approach to organizational objectives. 3. Apply professional mastery; managers, both present and prospective, are required to be fully equipped with principles of management and how these principles can be put into practice in an organization. 4. Evaluate and have better control over resources for effective management. 5. Design and create an evaluation system where principles of management will enhance decision-making abilities and sharpen tools for the purpose.			
Course Learning Outcomes (CLO):					Students would be able to: 1. Identify cases as real time experience in the field of Management and Organizational Behavior. 2. Explain conceptual knowledge of management, various functions of Management and theories in OB. 3. Comprehend and apply management and behavioral models to relate attitude, perception and personality. 4. Analyze the recent trends in Management and models in organizational behavior for better control. 5. Decide/evaluate ongoing business situations through the application of the management principles.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction: Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, History of Management, Recent trends in Management	CLO 1	9
UNIT II		
Planning: Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques; Organising: Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures;	CLO 2	9

Leading: Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership; Controlling: Meaning, Importance, Steps in the control process, Types of Control		
UNIT III		
Organisational Behaviour: Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, Contemporary challenges for Organisations	CLO 3	9
UNIT IV		
Behavioural Dynamics: MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organization, Values in the workplace, Types of values; Perception: Meaning, Model of Perceptual process. Emotions in workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management; Motivation: Meaning, Maslow's Hierarchy of Needs, Four Drive Theory of Motivation	CLO 4	9
UNIT V		
Teams & Culture: Teams: Advantages of Teams, Model of Team Effectiveness, Stages of Team Development, Power, Meaning, Sources, and Contingencies of Power, Consequences of Power; Culture: Meaning, Elements of Organizational Culture, Importance of Organisational Culture. Organisational Change, Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour. Comprehensive Case Study.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. MGMT, Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
2. Organizational Behavior, Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015
3. Management & Organisational Behaviour, Laurie J. Mullins, 7/e, Prentice Hall, 2005.

Reference Books:

1. Daft, R. L. (2009). Principles of Management (1st edition), Cengage Learning
2. Gupta, R.S., Sharma, B.D., & Bhalla. N.S. (2011). Principles & Practices of Management (11th edition). New Delhi: Kalyani Publishers
3. Williams. Management, (International edition) South-western Cengage Learning.
4. John R. Schermerhorn. Management, Wiley-India
5. Koontz, H. & Weihrich, H. Essentials of Management, McGraw Hill Publishers
6. L M Prasad, (2007). Principles and Practices of Management, Himalaya Publishing House
7. Rao, P.S. (2009). Principles of Management, Himalaya Publishing House
8. Moshal, B.S. Principles of Management, Ane Books

Online Resources/E-Learning Resources:

1. Principles of Management (<https://www.coursera.org/learn/principlesofmanagement>)
2. Certification in Principles and Practices of Management (<https://www.udemy.com/course/certification-in-principles-and-practices-of-management/?couponCode=ST8MT40924>)
3. Principles of Management (<https://open.lib.umn.edu/principlesmanagement/>)
4. What are Management Principles? (<https://www.managementstudyhq.com/what-features-importance-and-objectives-of-management-principles.html>)
5. Principles of Management, <https://courses.lumenlearning.com/wm-principlesofmanagement/chapter/learning-outcomes/>



COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester: I		Level: PG
Course Name		Managerial Economics			Course Code/ Course Type		PMA102/ MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite :							
Course Objectives (CO):				The objectives of Managerial Economics are: 1. To comprehend the importance of Managerial Economics in management and businesses 2. To apply the principles of managerial economics in achieving business objectives 3. To be equipped with the tools necessary in forecasting product demand 4. To comprehend and be able to apply latest pricing strategies 5. To comprehend and analyze the macro environment affecting the business decision making.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Remember the concepts of microeconomics and able to comprehend the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty. 2. Comprehend the law of demand & supply & their elasticities, evaluate & analyze these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources. 3. Comprehend the production concept and how the production output changes with the change in inputs and able to analyze the effect of cost to business and their relation to analyze the volatility in the business world. 4. Comprehend the production concept and how the production output changes with the change in inputs and able to analyze the effect of cost to business and their relation to analyze the volatility in the business world. 5. Analyze the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
<p>Basic Concepts and principles: Concept of Economy, Economics, Microeconomics, Macroeconomics, Nature, and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics, and its relevance in business decisions. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle.</p> <p>Utility – Meaning, Cardinal Utility and Ordinal Utility, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus.</p>	CLO 1	9
UNIT II		
<p>Demand and Supply Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand, and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making,</p> <p>Demand forecasting meaning, Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products.</p> <p>Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium.</p>	CLO 2	9
UNIT III		
<p>Production and Cost analysis: Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with two variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue.</p>	CLO 3	9
UNIT IV		
<p>Market structure and Pricing Practices: -Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership.</p>	CLO 4	9

Descriptive Pricing Approaches: - Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.		
UNIT V		
General Economics and Indian Business Environment Open and Closed Economies, Primary, secondary and Tertiary sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP. Business Cycle: Introduction, Meaning and Features, Phases of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. Indian Business environment: -Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment	CLO 5	9
Total Hours		45

Learning resources

Text Books:

1. Managerial Economics Geethika, Ghosh & Choudhury McGraw Hill
2. Managerial Economics Dominick Salvatore, Oxford Publishers

Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M. Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Online Resources/E-Learning Resources:

1. https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Managerial_Economics_15497.pdf
2. https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_1/DEECO515_MANAGERIAL_ECONOMICS.pdf

COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester: I		Level: PG
Course Name		Basics of Accounting			Course Code/ Course Type		PMA103/MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite : Bachelor's Degree							
Course Objectives (CO):					The objectives of Basics of Accounting are: <div><div></div><div></div><div></div><div></div><div></div></div>		
Course Learning Outcomes (CLO):					Students would be able to: <div><div></div><div></div><div></div><div></div><div></div></div>		

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Accounting Meaning and Scope of Accounting, Nature of Accounting, Accounting Concepts and Conventions, GAAP, Types of accounts, Double Entry System of Accounting, recording of transactions: journalizing, ledger posting, preparation of Trial Balance. Final Account	CLO 1	9

UNIT II		
Preparation of Financial Statements Preparation of Companies Financial Statements: as per Revised Schedule III of Companies Act, 2013: Income Statement and Balance Sheet, Cash flow Statement as Per AS-3. Accounting for Depreciation	CLO 2	9
UNIT III		
Analysis of Financial Statements Comparative and Common Size Statement, Trend Analysis, Inter Firm Comparison, Ratio Analysis: Liquidity ratios, Solvency ratios, Profitability ratios, activity/turnover ratios, Market capitalization ratios; DuPont Analysis	CLO 3	9
UNIT IV		
Introduction to Cost & Management Accounting Elements of Cost, Cost Classification, Preparation of cost sheet. Marginal Costing and Cost Volume Profit Analysis, Budgeting-Fixed & Flexible budget.	CLO 4	9
UNIT V		
Latest Developments, Trends & Practices Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility, Introduction to Sustainability Accounting, ESG reporting. Comprehensive Case Study/Numerical.	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Financial Management -Prasanna Chandra, 9/e, TMH.
2. Financial Management, I M Pandey, 11th Edition, Vikas Publishing House.
3. Horngren T Charles 2012, Introduction to Financial Accounting,9th Ed, Pearsons Education

References:

1. Narayanaswamy R 2014, Financial Accounting – A Managerial Perspective,5th Ed, Prentice Hall
2. of India.
3. Maheshwari S N and S K Maheshwari 2013, Accounting for Management,3rd Ed, Vikas Pub.House.
4. Fundamentals of Financial Management, Brigham & Houston, 10/e, Cengage Learning.

Online Resources/E-Learning Resources

1. <https://www.ddegjust.ac.in/studymaterial/mba/cp-104.pdf>
2. <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
3. <https://mrcet.com/downloads/MBA/Financial%20Accounting%20and%20Analysis.pdf>

COURSE CURRICULUM

Name of the Program:		MBA (ABM)		Semester : I		Level: PG	
Course Name		Introduction to Agri Business Management		Course Code/ Course Type		PMA104/ MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Agriculture graduation							
Course Objectives (CO):				The objectives of Introduction to Agri Business Management are: 1. To comprehend farm business administration and business planning skills 2. To recognize required skill to deal with the many factors facing agribusiness 3. To apply modern practices used in agribusiness today. 4. To analyze various factors affecting Agri business sector 5. To evaluate various alternatives for starting Agri Business in Agriculture allied industries.			
Course Learning Outcomes (CLO):				Students would be able 1. Comprehend basic concept of Agri Business Management 2. Know the different kinds of Agri Business Industries 3. Discuss various types of Agro based Industries 4. Analyze emerging trends in Agri business sector. 5. Evaluate the role of information technology in Agri business sector.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Agri Business: Agribusiness meaning, definition, structure and importance of agri-business, Agricultural Economics –Definition, its share in GDP, consumption and wants, Importance and scope of agriculture in Indian Economy, Types of Agro Industries and its classification, Distinctive features of Agribusiness management: Distinctive features of Agri business management Vs General industry	CLO 1	9
UNIT II		
Agro based industries: Importance and Role of Agro industries in economic Development of India, Types of agro-based industries and Agri Export Zones, Need of institutional arrangement for the promotion of agro-based industries, Procedure to be followed to set up agro-based industries, Constraints in establishing agro-based industries, Micro, small and medium enterprises (MSMEs).	CLO 2	9

UNIT III		
Emerging Trends in Agribusiness Management: Agro Tourism, Organic Farming, Contract Farming, Herbal Farming, Post-Harvest management and value addition, NGOs in agriculture and rural development, Biotechnology research and commercialization, Rural and agri -foods retailing, Agriculture supply chain management, PPP (Public Private Partnership) Precision Farming.	CLO3	9
UNIT IV		
Factors of Production: Production Characteristics of Agriculture and Industry, Production relationship and cost concepts, GAP (Good Agricultural Practices)	CLO4	9
UNIT V		
Information Technology in Agribusiness: Meaning, Role and importance in Agribusiness and Agriculture, Information Technology for Agricultural Marketing, Online Market information and online market status (e-trading), Websites on Agriculture marketing and export, Role of private companies in online marketing (E Choupal and HUL Shakti).	CLO5	9
Total		45

Learning resources

Textbooks:

1. “Agri Business Management Problems and Prospects” By Prof. R K Dixit and Dr Himanshu, Ritu Publications, Jaipur
2. “Agri Business Management”, Dr K P Sinha, A K Publications
3. “Introduction to Agricultural Economics and Agri Business Management”, by J M Talathi, V G Naik & V N Jalgaonkar, Ane Books India
4. “Agri Business Management”, Dr. J S Amarnath and Dr. A P V Samvel, Salish Serial Publishing House
5. “Indian Agriculture and Agri Business Management”, Dr, Smita Diwase, Krishi Resource Management Network

Reference Books:

1. “Agri Business Management”, Smita Diwase, Everest Publishing House
2. “Innovation in Agri Business Management”, Karnam Lokanadhan, K Mani and K Mahendran, New Indian Publishing Agency
3. “Cooperative Agri Business Management”, A N Sarkar, Everest Publishing House
4. “Agri Business and Extension Management”, B S Hansra and K Vijayaragavan, Concept Publishing Company, New Delhi

Online Resources/E-Learning Resources

1. <https://www.universityoftechnology.edu.in/blog/everything-you-want-to-know-about-agri-business-management/>
2. <https://www.slideshare.net/MDSALMANANJUM/introduction-to-agribusiness-management>
3. <https://www.scribd.com/document/408076358/Introduction-to-Agribusiness-Management-pdf>

COURSE CURRICULUM

Name of the Program:		MBA (ABM)		Semester : I		Level: PG	
Course Name		Agri Business E Commerce		Course Code/ Course Type		PMA105/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	-
Pre-Requisite:Basic knowledge of computers							
Course Objectives (CO):				The objectives of Agri Business E-Commerce are: 1. To comprehend importance of E commerce 2. To recognize technology for E commerce 3. To study present practices of Agri business E commerce 4. To analyze various technology in Agri business E Commerce 5. To create model E Commerce platform for your business			
Course Learning Outcomes (CLO):				Students would be able to: 1. Comprehend basic concept of e commerce. 2. Identify various technology of e commerce 3. Identify importance of e commerce in agriculture. 4. Evaluate emerging trends in agri business e commerce 5. Analyze importance of agri business e commerce through case studies			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
E-commerce overview: E-commerce overview, Introduction, features, importance to economy, models of ecommerce, e-commerce status in India, key success factors, advantages, limitations and challenges in e-commerce with special reference to India	CLO 1	9
UNIT II		
Technology for e-commerce: Technology for e-commerce; internet trading, electronic data interchange, electronic payment system, adoption of e-commerce by employees, customers, channel partners, suppliers, service providers and regulatory authority	CLO 2	9
UNIT III		
Guidelines for effective implementation of e-commerce in India; Important decisions for ecommerce: designing website, designing web address, presence in search engines and directories, advertising the website, monitoring and updating. Integration of agriculture markets through e-commerce.	CLO3	9



UNIT IV		
Present practices of e-commerce in agri business: online transactions, marketing, delivery of information intensive products through online, building trust through branding, online promotion on the website; customer service and value addition through e-CRM and e-SRM(7+1)	CLO4	9
UNIT V		
Success Stories & Case Studies: Success stories of organizations involved in e-agri business, case studies and future vision of e-agri business in India.	CLO5	9
Total		45

Learning resources

Textbooks:

1. Agribusiness Management (Routledge Textbooks in Environmental and Agricultural Economics) 4th Edition
2. Vincent, D., October 12, 2000, "E-Commerce for Agribusiness Conference", Chicago, Illinois.
3. The Future of Agri-Business on the Internet

Reference Books:

1. Mueller, A. E. R., 2000, "Emergent E-Commerce in Agriculture". University of California, Agricultural Issues Center.
2. Vincent, D., October 12, 2000, "E-Commerce for Agribusiness Conference", Chicago, Illinois.

Online Resources/E-Learning Resources:

1. <https://extension.psu.edu/e-commerce-for-ag-business-advantages-and-challenges>
2. <https://www.publicissapient.com/insights/six-e-commerce-trends-for-agribusinesses>
3. <https://www.thehindubusinessline.com/economy/agri-business/from-farm-to-market-how-e-commerce-is-revolutionising-the-agri-sector/article66924906.ece>
4. <https://www.linkedin.com/pulse/exploring-role-e-commerce-agricultural-sector-trends/>

COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester: I		Level: PG	
Course Name		Marketing Management			Course Code/ Course Type		PMA106A/ Elective	
Course Pattern		2025			Version		1.0	
Teaching Scheme					Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practical/Oral	
3	0	0	3	3	40	60	0	
Pre-Requisite :								
Course Objectives (CO):					The objectives of Marketing Management are: <div><div></div><div>1. To recall the goals of this programme are to motivate the students and to help them inculcate some of the fundamentals of marketing and applications</div><div>2. To recognize what marketing is all about and how it has impacted the world and their country</div><div>3. Apply some of the major marketing concepts, sales & promotion strategies, communication tools, pricing strategies and methods</div><div>4. Analyze leveraging of effective communication channels in Marketing</div><div>5. Evaluate the global trends and derive specific strategies to stay competitive</div></div>			
Course Learning Outcomes (CLO):					Students would be able to: <div><div></div><div>1. To identify scope of marketing and consumer behavior patterns</div><div>2. Explain an understanding of fundamental and major concepts of marketing and research</div><div>3. To apply the Ps of marketing and formulate strategies for the market</div><div>4. Analyze the communication & promotion strategies</div><div>5. Analyze the emerging issues in marketing</div></div>			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Module 1: Foundations of Marketing – Introduction to Marketing, Fundamental Concepts in Marketing, Case Study Discussions, Marketing in the Service Industry, The Evolution of Marketing Practices, Modern Marketing Trends and Challenges	CLO 1	9
Module II		
Module 2: Marketing Strategy & Competitive Analysis – Understanding Competitor Analysis, Setting Marketing Objectives, Strategy Development and Core Competencies, Overview of the PESTEL Framework, Competitive Market Analysis, Case Study Exploration	CLO 2	9
Module III		
Module 3: Marketing Research & Consumer Insights – Introduction to Marketing Information Systems, Key Components of a Marketing In-	CLO 3	9

formation System, Steps in the Marketing Research Process, Market Decision Problems & Research Problems (MDP & MRP), Basics of Exploratory Research, Advanced Exploratory Research, Causal Research Methods, Measurement and Scaling Techniques, Designing Questionnaires and Sampling Methods, Various Sampling Techniques in Marketing Research, Data Collection, Processing, and Analysis, Multivariate Analysis in Marketing Research		
Module IV		
Module 4: Consumer Behavior & Decision-Making – Introduction to Consumer Behavior & Need Recognition, Information Search Process in Consumer Decision Making, Socio-Cultural Factors Affecting Consumer Behavior, Psychological Influences on Consumer Choices, Evaluating Alternatives Before Purchase, Consumer Purchase and Post-Purchase Behavior, Understanding Service Consumption, Structural Models of Consumer Attitude	CLO 4	9
Module V		
Module 5: Market Segmentation, Positioning & Strategy – Industrial Buying Behavior - Part I, Industrial Buying Behavior - Part II, Industrial Marketing and the Buying Process, Three Key Aspects of Industrial Buyer Behavior, Revisiting the Consumer Decision-Making Process, Identifying and Evaluating Market Opportunities, Market Segmentation - Part II, Target Market Selection and Segmentation, Strategies for Post-Segmentation Marketing, Fundamentals of Marketing Strategy, Positioning Strategies in Marketing, B2B Market Segmentation and Targeting, Effective Positioning and Branding Strategies	CLO 5	9
Total Hours :		45

Learning resources

Textbooks:

1. Principles of Marketing" by Philip Kotler and Gary Armstrong (17th Edition)
2. "Marketing: An Introduction" by Gary Armstrong and Philip Kotler (14th Edition)
3. "Marketing Management" by Philip Kotler and Kevin Lane Keller (15th Edition)

Reference Books:

1. "Marketing: A Love Story: How to Matter to Your Customers" by Bernadette Jiwa
2. "Influence: The Psychology of Persuasion" by Robert Cialdini (Revised Edition)
3. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger

Online Resources/E-Learning Resources

1. <https://old.mu.ac.in/wp-content/uploads/2020/09/Marketing-Management-Paper-III-Eng.pdf>
2. <https://josephscollege.ac.in/lms/Uploads/pdf/material/MM.pdf>
3. <https://drnishikantjha.com/papersCollection/Marketing%20Management.pdf>

COURSE CURRICULUM

Name of the Program:		MBA (ABM)		Semester : I			Level: PG	
Course Name		International Business		Course Code/ Course Type			PMA106B / Elective	
Course Pattern		2025		Version			1.0	
Teaching Scheme				Assessment Scheme				
The-ory	Practi-cal	Tuto-rial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral	
3	0	0	3	3	40	60	-	
Pre-Requisite:								
Course Objectives (CO):				The objectives of International Business are: <div><div></div><div>1. Provide foundational understanding of international business and its dynamic environment.</div><div>2. Develop analytical tools for decision-making in global trade and investment.</div><div>3. Introduce the role of MNCs, trade agreements, and economic institutions in shaping international markets.</div><div>4. Examine ethical, ecological, and cultural aspects of operating in international environments.</div><div>5. Prepare students for strategic thinking and adaptability in a globalized business world.</div></div>				
Course Learning Outcomes (CLO):				Students would be able to: <div><div></div><div>1. Describe key concepts, drivers, and modes of entry into international business, and explain the impact of globalization and MNCs.</div><div>2. Explain the impact of international economic, political, legal, technological, and cultural environments on business decisions.</div><div>3. Apply theories of international trade, FDI, and investment strategies to real-world business scenarios.</div><div>4. Analyse the functions and roles of international institutions and trade agreements in shaping global business environments.</div><div>5. Evaluate emerging issues like sustainability, digitalization, global value chains, and crises to formulate responsible global business responses.</div></div>				

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to International Business: Nature, scope, and importance of international business. Globalization and its implications. Modes of entry into international markets. Internationalization process. Multinational Corporations (MNCs): evolution, features, roles, and impacts. Reverse globalization and current global trade trends.	CLO 1	9
Unit 2		
International Business Environment: Nature and significance of international environment. Interconnectedness of global and local factors. Types of political systems. Political risks and risk mitigation. Government interventions and protectionism. Market economies vs. planned economies. Emerging vs. developed markets. Role of economic indicators	CLO 2	9

(GDP, inflation, interest rates, etc.) Key international business laws. Regulatory challenges for MNCs. Dispute resolution mechanisms (e.g., ICSID, WTO dispute settlement). Hofstede's Dimensions, Trompenaars Model. Cross-cultural negotiations and communication. Cultural intelligence in international marketing. Global tech trends affecting trade and marketing. Role of e-commerce and AI in global expansion. Environmental Scanning & Analysis Tools		
Unit 3		
International Trade and Investment - Theories of international trade. Foreign Direct Investment (FDI) vs. Foreign Portfolio Investment (FPI). Motives and modes of FDI: Greenfield, Brownfield, M&A. IPR issues and technology transfer. Basics of forex market and trade financing.	CLO3	9
Unit 4		
International Institutions and Agreements - WTO, IMF, World Bank, UNCTAD – functions and relevance. Trade barriers – tariffs and non-tariff barriers. Balance of Payment – components and significance. Regional trade blocs (EU, ASEAN, NAFTA/USMCA, etc.). Introduction to International Financial Reporting Standards (IFRS)	CLO4	9
Unit 5		
Contemporary Issues in International Business - Ecological and sustainability concerns. Outsourcing and global value chains. Impact of digitization and AI in international trade. Labor standards and environmental issues. Effects of global crises (e.g., COVID-19 pandemic) on global business	CLO5	9
Total Hours		45

Learning resources

Textbooks:

1. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
2. International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
3. Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
4. International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.

References:

1. International Economies by D.N. Krithani.
2. International Business by Roger Bennett
3. Business Environment by C.B. Gupta
4. International Business by Francis Cherunillam

COURSE CURRICULUM

Name of the Program:		MBA (ABM)		Semester : I		Level: PG	
Course Name		Minor Project (Start-up)		Course Code/ Course Type		PMA107/ FP	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
The-ory	Practi-cal	Tuto-rial	Total Credits	Hours	CIA	ESA (End Semester As- sessment)	Practical/Oral
1	1	-	2	3	50	0	0
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of Minor Project (Start-up) are: <div>1. Recall key entrepreneurial concepts, market trends, and business planning frameworks.</div> <div>2. Recognize market opportunities, gaps, and customer needs through analysis and research.</div> <div>3. Apply entrepreneurial skills to generate ideas, validate concepts, and develop business plans.</div> <div>4. Evaluate the effectiveness and viability of start-up ideas and plans through feedback and validation.</div> <div>5. Design and implement innovative solutions, business plans, and prototypes for start-up ventures.</div>			
Course Learning Outcomes (CLO):				Students would be able to: <div>1. Apply knowledge of theoretical concepts in entrepreneurship to real-world start-up scenarios.</div> <div>2. Apply knowledge of market analysis techniques to identify opportunities and inform decision-making.</div> <div>3. Analyze market data and feedback to make informed decisions in start-up ventures.</div> <div>4. Evaluate the start-up ideas and plans for feasibility and effectiveness.</div> <div>5. Create innovative solutions for start-up concepts and prototypes to address market needs.</div>			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Start-up Ecosystem: Overview of entrepreneurship and start-up culture. Entrepreneurship Fundamentals. Characteristics of Successful Entrepreneurs. Types of start-ups: technology-based & social enterprises. Identifying market gaps and opportunities. Role of innovation in start-up success. Ethical considerations in start-up development. Start-Up Ecosystem	CLO 1	3

UNIT II		
Ideation and Opportunity Recognition: Ideation techniques: brainstorming, mind mapping, etc. Identifying customer pain points and unmet needs. Developing a unique value proposition (UVP). Creativity and design thinking in start-up ideation. Creativity and Innovation. Market Research and Analysis. Idea Generation and Screening.	CLO 2	3
UNIT III		
Market Research and Customer Validation: Importance of market research for start-ups. Conducting primary and secondary research. Identifying target customer segments. Customer validation techniques: surveys, interviews, etc. Analyzing competition and market trends. Ethical considerations in gathering and using market research data. Financial modeling and projections for start-ups.	CLO 3	3
UNIT IV		
Business Plan Development: Structure and components of a start-up business plan. Writing a compelling executive summary. Defining the start-up's mission, vision, and values. Marketing strategies and go-to-market plan. Business Model Canvas. Operational planning and team structure. Ethical considerations in business plan presentation and transparency.	CLO 4	3
UNIT V		
Understanding User-Centric Design and Prototyping: Understanding user-centric design revolves around prioritizing user needs, preferences, and behaviors in the design process. Low-fidelity prototypes for early-stage exploration, high-fidelity prototypes for detailed testing. Analyze user feedback to identify strengths, weaknesses, and areas for improvement in the prototype.	CLO 5	3
Total Hours		15 Hours

Practical Plan

Sr. No	Assignment/Practical/Activity Title	Week Number/Turn	Details	CLO	Hours
1.	Practical 1: Exploring Entrepreneurial Opportunities	Week 1	Idea Generation Session: Brainstorm potential business ideas individually or in groups by considering interests, skills, and market trends.	CLO1	2
		Week 2	Research and analyze market trends to identify gaps and opportunities in specific industries or niches.		2
		Week 3	Invite a successful entrepreneur or industry expert to share their experiences, insights, and challenges faced during their entrepreneurial journey.		2
2.	Practical 2: Customer Discovery	Week 4	Design surveys to gather insights from potential customers regarding their preferences, needs, and pain points related to specific products or services.	CLO 2	2



	and Validation				
		Week 5	Conduct interviews to identify real-world problems or pain points faced by target customers through surveys, interviews, or observation and validate business ideas by gathering feedback.		2
		Week 6	Based on the identified pain points, develop potential solutions or product/service offerings to address the identified needs.		2
3.	Practical 3: Strategic Planning and Business Model Development	Week 7	Use various techniques such as SWOT analysis, PESTEL analysis, and Porter's Five Forces to validate the opportunities identified in the market.	CLO 3	2
		Week 8	Work on structuring and writing a comprehensive business plan, including defining the mission, vision, and values, outlining marketing strategies, revenue models, and operational planning.		2
		Week 9	Use the Business Model Canvas framework to visualize and iterate their business models, focusing on key elements such as value proposition, customer segments, channels, and revenue streams.		2
4.	Practical 4: Innovative Product Development and Pitch Presentation	Week 10	Present business plans in a simulated investor pitch scenario, where they showcase their start-up ideas, value propositions, revenue models, and operational plans.	CLO 4	2
		Week 11	Conceptualize product ideas using methods like sketching, modeling, or creating physical mock-ups with readily available materials.		2
		Week 12	Create low-fidelity prototypes of their product using basic materials like cardboard, foam, or clay, focusing on representing the core functionalities and features of the product.		2
5.	Practical 5: User Feedback and Prototype Iteration	Week 13	Conduct user feedback sessions by presenting prototypes to peers or potential users from diverse backgrounds and gather feedback on usability, functionality, and overall user experience, and make notes for iteration.	CLO 5	2
		Week 14	Iterate and improve prototypes to address any usability issues, enhance functionality, or incorporate new features based on user preferences.		2

		Week 15	Prepare comprehensive presentations showcasing their start-up ideas, product prototypes, business plans, and market validation findings.		2
Total Hours					30

Textbooks:

1. "Startup Opportunities: Know When to Quit Your Day Job" by Sean Wise and Brad Feld, Wiley, 2nd Edition.
2. "Disciplined Entrepreneurship: 24 Steps to a Successful Startup" by Bill Aulet, Wiley, 2nd Edition, 2024.
3. "The Art of Startup Fundraising: Pitching Investors, Negotiating the Deal, and Everything Else Entrepreneurs Need to Know" by Alejandro Cremades, John Wiley & Sons Inc, 1st edition (22 April 2016)

Reference Books:

1. "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries, Crown Currency; Illustrated edition (13 September 2011).
2. "Zero to One: Notes on Startups, or How to Build the Future" by Peter Thiel and Blake Masters, Random House; 2014th edition (18 September 2014).
3. "Entrepreneurship Development" by S Anil Kumar, S C Poornima, M K Abraham, K Jayashree, NEW AGE International Pvt Ltd; Second edition (11 September 2023).

Online Resources/E-Learning Resources:

1. "Becoming an Entrepreneur" by Massachusetts Institute of Technology (edX)
2. "Thinking & Acting like an Entrepreneur" by RWTH Aachen University (edX)
"The Entrepreneurial Mindset" by Babson College (edX)

COURSE CURRICULUM

Name of the Program:		MBA (ABM)		Semester : I		Level: PG	
Course Name		Business Fundamentals in contemporary world		Course Code/ Course Type		PMA108 / MOOC	
Course Pattern		2025		Version		1.0	
Teaching Scheme				Assessment Scheme			
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
4	0	0	4	4	40	60	-
Pre-Requisite:							
Course Objectives (CO):				The objectives of course - 1. Understand Core Business Principles: Gain foundational knowledge of key business functions such as marketing, finance, operations, and management. 2. Analyze Global Business Dynamics: Explore how globalization, economic trends, and cultural factors influence business strategies in a contemporary context. 3. Embrace Ethical and Sustainable Practices: Recognize the importance of ethics, sustainability, and corporate social responsibility in modern business decision-making. 4. Leverage Technology and Innovation: Understand the impact of digital transformation, big data, and emerging technologies on business operations and competitive advantage. 5. Develop Strategic Thinking Skills: Enhance problem-solving and decision-making abilities to address complex challenges in today's dynamic business environment.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Recall fundamental business concepts and terminology across key domains such as marketing, finance, and management. 2. Explain how global economic, social, and technological trends influence contemporary business practices. 3. Apply business theories and tools to solve real-world case studies and develop actionable strategies. 4. Analyze complex business scenarios to identify challenges, assess risks, and evaluate opportunities. 5. Critically evaluate the ethical and sustainability implications of business decisions in diverse contexts.			

Course Contents/Syllabus:

Descriptors/Topics	Level	Hours
Module I		
<i>Power BI Fundamentals</i> Offered by Corporate Finance Institute by Coursera	Begin- ner	9
Module II		
Foundation of Project Management Offered by Google on Coursera	Begin- ner	18
Module III		
Entrepreneurial Mindset Offered by Tecnológico de Monterrey on Coursera	Begin- ner	16
Module IV		
Launch Your Online Business Offered by The State University of New York	Begin- ner	17
Total Hours		30 Hours

Learning resources: Coursera

2nd Semester

COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester : II		Level: PG
Course Name		Basics of Finance			Course Code/ Course Type		PMA109/ MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
The-ory	Practi-cal	Tuto-rial	Total Credits	Hours	CIA	ESA (End Se-semester As-sessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisit :							
Course Objectives (CO):					The objectives of Basics of Finance are: 1. To comprehend the fundamentals of finance and financial analysis and agency problems issues in corporate govern- ance. 2. To acquire knowledge about various techniques used for analyzing various long-term projects. 3. To comprehend various capital structure techniques and selecting the best source of finance. 4. To comprehend various dividend models and its applica- bility. 1. To develop a comprehensive understanding of working capital management.		
Course Learning Outcomes (CLO):					Students would be able to: 1. Comprehend the different basic concept of financial man- agement, financial analysis, and Corporate Governance 2. Evaluate long term investment decisions. 3. Develop analytical skills to select the best source of capi- tal, structure, and leverage. 4. Comprehend the use and application of different models for a firm's optimum dividend pay-out and working capi- tal management. 1. Students will be able to analyze, manage, and optimize work- ing capital components.		

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Financial Management: Definition, Scope, and Objectives, Capitalization, Functions of Finance Manager in Modern Age, Corporate Governance and Agency Problem, Time Value of Money:	CLO 1	9
UNIT II		
Capital Budgeting Decision: Definition, features, challenges, types and assumptions of Capital budgeting decisions, Concept of Cost of Capital: Cost of Equity, Cost of Debt, Cost of Preference, Cost of Reserves / Retained earnings and Weighted average cost of capital.	CLO 2	9

UNIT III		
Capital Structure Decision: Capital Structure: Meaning and Factors determining Capital Structure, Different sources of finance, Optimal Capital Structure, Theories of Capital Structure (Theory): NI approach, Traditional Approach, NOI Approach, MM Approach,	CLO 3	9
UNIT IV		
Dividend Decision: - Dividend Meaning Forms / types. Significance of dividend; Factors affecting Dividend Policy; Types of Dividend Policies; Walter Dividend Model; Gordon Dividend Model; MM Dividend Hypothesis; Stock Splits and Share Buyback; Comprehensive Numerical on Dividend policy	CLO 4	9
UNIT V		
Corporate valuation Models: Asset Based Valuation Model, Earning based Valuation Model, Cash flow-based Model, CAPM Model, APT, EVA Analysis, Introduction to start-up finance, Mergers and Acquisition: Introduction, Exchange Ratio, Synergy Benefits, Post Merger EPS, Post Merger Price of share, Required rate of return of merged company, De-Merger.	CLO 5	9
Total Hours		45

Learning resources

Text Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
3. Financial Management, Ravi Kishore (Taxmann)

Reference Books:

1. Financial management, V.K. Bhalla (S. Chand)
2. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)
3. Basics of Financial Management, V.K. Saxena and C.D. Vashist (Sultan Chand & Sons)
4. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)
5. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
6. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
7. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
8. Fundamentals of Financial Management, A.P. Rao (Everest Publishing House)
9. Advanced Financial management, N.M. Vechalekar

Online Resources/E-Learning Resources:

1. <https://ocw.mit.edu/courses/15-401-finance-theory-i-fall-2008/pages/syllabus/>
2. <https://ocw.mit.edu/courses/15-414-financial-management-summer-2003/>
3. <https://ocw.mit.edu/courses/15-402-finance-theory-ii-spring-2003/>

COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester : II		Level: PG	
Course Name		Operations and Supply Chain Management			Course Code/ Course Type		PMA110/MAJM	
Course Pattern		2025			Version		1.0	
Teaching Scheme					Assessment Scheme			
The-ory	Practi-cal	Tuto-rial	Total Credits	Hours	CIA	ESA	Practical/Oral	
3	0	0	3	3	40	60	0	
Pre-Requisite:								
Course Objectives (CO):					The objectives of Operations and Supply Chain Management are: <ol style="list-style-type: none">1. To recall various perspectives of quality in OSCM and identify the impact of global competition and technological change on operations and supply chain functions.2. To recognize the evolution from manufacturing to operations management and physical distribution to logistics to supply chain management.3. To apply the concepts of demand forecasting and capacity planning in production planning and control.4. To analyze the implications of different types of inventories, such as seasonal, decoupling, and cyclic inventory, on inventory planning and control.5. To evaluate the effectiveness of various inventory planning and control methods in different business scenarios.			
Course Learning Outcomes (CLO):					Students would be able to: <ol style="list-style-type: none">1. Identify key concepts in Operations and Supply Chain Management (OSCM), including definitions, significance, evolution from manufacturing to modern practices, and impacts of global competition, technology, ethics, and environment on OSCM functions.2. Explain the characteristics of operations processes, including volume, variety, and flow. Describe different types of processes such as continuous flow and intermittent flow systems and discuss the process-product matrix and service system design.3. Apply knowledge of PPC concepts, including demand forecasting, capacity planning, production scheduling, and control tools like MRP and Gantt charts.4. Analyze inventory data including demand systems, types, costs, EOQ models, ABC analysis, and inventory turns ratios. Apply numerical techniques for EOQ and ABC analysis.5. Evaluate SCM issues like collaboration, responsiveness, and customer service linkages. Analyze SCM enablers such as facilities, inventory, transportation, information, sourcing, and pricing.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Operations and Supply Chain Management: Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. Quality: Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions.	CLO 1	9
UNIT II		
Operations Processes: Process Characteristics in Operations: Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. Process Product Matrix: Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. Service System. Design Matrix: Design of Service Systems, Service Blueprinting.	CLO 2	9
UNIT III		
Production Planning & Control (PPC): Role and Functions of PPC Demand Forecasting: Forecasting as a Planning Tool, Forecasting Time Horizon, and Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. Production Planning: Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. Production Control: Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts.	CLO 3	9
UNIT IV		
Inventory Planning and Control: Continuous and intermittent demand system, concept of inventory, need for inventory, and types of inventory - seasonal, decoupling, and cyclic, pipeline, and safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. EOQ – definition, Basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numerical expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order Quantity Model - Periodic Review and Re-order Point	CLO 4	9
UNIT V		
Supply Chain Management: Generalized Supply Chain Management Model – Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. Customer Service: Supply Chain Management and customer service linkages, Availability service reliability, perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing.	CLO 5	9
Total Hours		45



Learning resources

Textbooks:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.

Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Online Resources/E-Learning Resources

1. Swayam MOOC Course: Supply Chain Analytics by IIT Roorkee ([Course Link](#))
2. Online Book: Supply Chain Management: Strategy, Planning, and Operation. Author Sunil Chopra (Kellogg School of Management, Northwestern University), Peter Meindl (Stanford University). Pearson Publication ([Book Link](#))
3. MOOC Course: Operations And Supply Chain Management- IIT Madras ([Course Link](#))
4. MOOC Course: Supply Chain Management and Capacity Planning ([Course Link](#))

COURSE CURRICULUM

Name of the Pro-gram:		MBA (ABM)		Semester: II		Level: PG	
Course Name		Management of Allied Agro Industries		Course Code/ Course Type		PMA111/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practi- cal/Or al
3	-	-	3	3	40	60	-
Pre-Requisit : Basic knowledge of Agri Business Terms							
Course Objectives (CO):				The objectives of the course are: 1. To Comprehend basic concepts of agriculture and its industry types 2. To give required skill to deal with the many factors facing agribusiness 3. To Comprehend new techniques of business in agri- culture allied sector 4. To analyse the importance of Agri business 5. To apply knowledge for successful Agri business in India			
Course Learning Outcomes (CLO):				Students would be able to: 1. Comprehend basic concept of Agri allied industries 2. Distinguish the different business opportunities in Agri business sector 3. Discuss various types of Agro based Industries 4. Analyze emerging trends in Agri business sector 5. Evaluate the role of Agripreneur in Agri allied busi- ness			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Dairy & Goat Farming: Dairy farm management, Selection of breed for commercial dairy farming, Dairy housing system space requirement for different type of animals, Reproduction management, Exotic breeds of the cows, Feeding management of dairy animals, Milking management of dairy animals, Requirement of layout and infrastructure of start-up dairy farm. Key point indicators of good cow and buffalo. How to select cows and buffaloes from market at the time of start-up. Role of manager and other personnel in the dairy farm management. Role of manager and other personnel in the dairy farm management, Dairy farm manager priorities, Indigenous cows, Goat farming Management, From Start to Finish: A Beginners Guide to Starting a Goat Farming in Maharashtra, Different types of goats and most beneficial breeds, housing requirement, feeding tips,	CLO 1	9

Steps to Start Goat Farming, Goat Farming Challenges, Actual goat farming, Goat shed designs, Housing and Feeding Management for Goat Farming, Market structure and subsidies in Maharashtra		
UNIT II		
Hatchery management & Poultry management: Incubation and hatching productions, Principles of hatching, Planning and establishment of hatchery, Set up and machinery, manufacturing process, Installation of hatchery unit, Design, requirements, layout, Brooder, grower, layer management, Feeding, housing, disease management, Installation of poultry unit, Personnel management and marketing in poultry	CLO 2	9
UNIT III		
Hydroponics: Hydroponics in general, Concept, advantages, disadvantages, types of hydroponics, Maintenance Hydroponic Green Fodder & Sustainable Milk Production, Stages of hydroponic fodder production, stages, advantages and disadvantages	CLO 3	9
UNIT IV		
Export import opportunities in agriculture: Potential, constraints, gaps Agri chain, APEDA role, Agri export zone, Requirements for starting Agri export with case study	CLO 4	9
UNIT V		
Apiculture, Sericulture, Aquaculture: Introduction of Apiculture, Species, Methods of bee keeping, Equipment required, Products of apiculture, Diseases Agencies involved in production and marketing, Production, Introduction of Sericulture, Type of silk, Stages of production, Reeling of silk, Production, Global production, Opportunities, Agencies involved, Introduction of Aquaculture, Capture & Culture Fishing, Marine Fisheries, Mari culture, Inland Fisheries, Composite Fish farming, Quality Fish Seed, Productions and Diseased, Case study on allied agriculture industries	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Principles & Practices of Dairy Farm Management Paperback – 1 January 2016 by Jagdish Prasad (Author)
2. Poultry Science by Nilotpal Ghosh

Reference Books:

1. Export opportunities in India – part - i: a complete data guide to export agriculture and spices from India kindle edition by saraswathy (author)
2. Apiculture in India (PB) Unknown Binding – 1 January 2017 by Atuar Rahman (Author)

Online Resources/E-Learning Resources:

1. Learn Agriculture Online, <https://www.coursera.org/courses?query=agriculture>
2. eLearning portal, <https://elearning.icar.gov.in/eLearningSyllabuss.aspx>



3. Agro-Allied Industry Performance and The Agricultural Sector Growth In Nigeria, https://www.researchgate.net/publication/364823541_AGRO-ALLIED_INDUSTRY_PERFORMANCE_AND_THE_AGRICULTURAL_SECTOR_GROWTH_IN_NIGERIA
4. Agro-Allied Or Agro-Based Industries: Meaning And Relationship Between Agriculture And Industries, <https://fortmi.com/agro-allied-or-agro-based-industries-meaning-and-relationship-between-agriculture-and-industries>
5. The need for agro-allied industries to promote food security by value addition to indigenous African food crops, https://www.academia.edu/26703496/The_need_for_agro_allied_industries_to_promote_food_security_by_value_addition_to_indigenous_African_food_crops

COURSE CURRICULUM

Name of the Program:		MBA (ABM)		Semester : II		Level: PG	
Course Name		Management of Agriculture Input Marketing		Course Code/ Course Type		PMA112/MAJM	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
The-ory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	-	-	3	3	40	60	-
Pre-Requisite: Basic terms of marketing							
Course Objectives (CO):				The objectives of Management of Agriculture Input Marketing are: <ol style="list-style-type: none">1. To comprehend various aspects of agricultural input marketing in India.2. To gain a deeper comprehending of the four P's of marketing as applied to agricultural input marketing.3. To recognize the social and ethical issues is oriented in the course4. To develop the ability to create and manage successful marketing campaigns and promotions.5. To create the comprehending of the current global and digital aspect of marketing.			
Course Learning Outcomes (CLO):				Students would be able to: <ol style="list-style-type: none">1. Comprehend basic concept of Agri Business Management2. Distinguish the different kinds of Agri Input Industries3. Discuss various types of Agro based Industries and rural marketing strategies4. Analyze process of promoting agriculture inputs5. Evaluate the role Agri manager to solve input marketing problems			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Rural market environment: Classification of rural markets, Occupation pattern and income generation, location of rural population Literacy level, land distribution pattern, irrigation facilities and infrastructural facilities. Rural credit institutions, rural retail outlets, print media in rural areas demand and supply pattern, problems in rural marketing, rural consumer behavior	CLO 1	9
UNIT II		
Marketing of Agri Input: Marketing of agri inputs such as seeds, fertilizers, bio-fertilizers, and pesticides. Bio-pesticides, tractors and farm implements, fertilizer and pesticide control order Govt. policy in pricing/price commission and marketing of agro inputs, credit facilities, distribution channels, trade practices and availability of financial institutions, Problems faced by Indian farmers in input marketing	CLO 2	9

UNIT III		
Strategies for rural marketing: Strategic view, co-operatives, interdependence of inputs to rural marketing, Management of demand and supply. Unique selling propositions, ethics in business, developing sales force in rural markets, agricultural marketing agencies at village, block and district levels	CLO3	9
UNIT IV		
Promotion of Agri inputs: Basic concept of promotion, Fundamental of advertising, Market Analysis for Agri products segmentation and targeting, Sales management, personal selling and salesmanship, Sales related marketing policies	CLO4	9
UNIT V		
Problems in Rural Marketing: Defects in traditional Agri marketing system and suggestions for improvement. Channels of Marketing: Meaning, definition, marketing costs, margin, price spread, factors affecting the cost of marketing, reasons for higher marketing costs of farm commodities, ways of reducing market costs. Supply chain management in agro inputs Concept of Agri supply chain, Advantages and Disadvantages and challenges of SCM in agriculture, Business processes. Infrastructure requirement, supply chain umbrella. Factors determining the nature of supply chain, Agribusiness supply chains in India, Success of supply chains, Case Studies.	CLO5	9
Total		45

Learning resources

Textbooks:

1. The Rural Marketing Book by Pradeep Kashyap and Siddhartha Raut
2. Agri Marketing Management, Premjit Sharma, Gene Tech Book, New Delhi

Reference Books:

1. "Marketing of Agricultural Products", Richards L. Kohls and Joseph N UHL, Eastern Economy Edition
2. Rural Agricultural Marketing, Prof. M V Kulkarni, Everest Publishing House
3. Agri Food Marketing, D I Padberg, C Ritson and L M Albisu, CAB International
4. Agricultural Marketing in India, S S Acharya and N L Agarwal, Oxford and IBH Publishing Co Pvt. Ltd.
5. Agriculture and Rural Development, Pratal May, Mohit Publications, New Delhi
6. New Perspectives in Rural and Agricultural Marketing, Ramkishan Y, Jaico Publishing House

Online Resources/E-Learning Resources

1. <https://courseware.cutm.ac.in/wp-content/uploads/2021/02/Marketing-of-Agricultural-Inputs.pdf>
2. <https://citese-erx.ist.psu.edu/document?repid=rep1&type=pdf&doi=8eeb3296969af0b931962371cf1ba9b1b02b326c>
3. <https://www.slideshare.net/slideshow/agri-input-marketing/25742421>
4. <https://www.manage.gov.in/aimedp/about/content.asp>

PROFESSIONAL ELECTIVE 2

COURSE CURRICULUM

Name of the Program:		MBA (ABM)		Semester : II		Level: PG	
Course Name		Food Technology and Processing Management		Course Code/ Course Type		PMA113A/ Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
3	0	0	3	3	40	60	0
Pre-Requisite : Basic terms of food technology							
Course Objectives (CO):				The objectives of Food Technology and Processing Management are: 1. To comprehend fundamental concept of food technology 2. To recognize potential of food processing industry 3. Comprehend various techniques of food processing management 4. To Apply knowledge of food processing in industry. 5. To create model for food processing unit			
Course Learning Outcomes (CLO):				Students would be able to: 1. Define key terms related to food technology 2. Recall basic concepts of food technology and processing 3. Discuss various types of food preservation techniques 4. Analyze emerging trends in food processing sector. 5. Propose strategies for various food processing industry			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Food Industry in India: 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.	CLO 1	9
UNIT II		
Introduction to Food preservation techniques. Define: Pasteurization, Sterilization, Ultra High temperature, blanching, etc. Low temperature preservation techniques: Cooling, Evaporation, refrigeration and freezing	CLO 2	9
UNIT III		
Basics of Food Processing: Basic principles of food processing and food preservation through technology interventions; Application of energy, radiations, chemicals and other agents for food preservation; aseptic modes of processing freezing, quick, cryogenic, high pressure, membrane technology, packaging of foods, labelling techniques, for packaging.	CLO3	9



UNIT IV		
Food Safety and Costs Analysis: Analysis of cost; risk management ;Laws and regulations w.r.t to food industry including production , processing and marketing; Food Safety and Quality Standards - AGMARK ,BIS/ISO,FPO,FSSAI,TQM,HACCP etc.	CLO4	9
UNIT V		
Case studies on project formulation in various types of food industries; Discussion sessions and analysis of Case studies related to dairy, cereal milling, sugarcane production; banking/confectionary ,vegetable storage handling, egg processing, fish and meat products; Cases related HAACP	CLO5	9
Total		45

Learning resources

Textbooks:

1. Acharya SS and Agarwal NL. 2001. Agricultural Marketing in India. Oxford & IBH.
2. Early R. 1995. Guide to Quality Management Systems for Food Industries. Springer
3. Potly VH and Mulky M.J. 1993. Food Processing. Oxford & IBH
4. Fellows PJ. 2016. Food Processing Technology Principles and Practice, Woodhead Publishing

Reference Books:

1. Potter NN. 2018. Food science. McGraw-Hill Education, 6th Edition
2. Singh RP. Heldman DR. 2013. Introduction to Food Engineering. Elsevier Inc., 5th Edition
3. Smith JS, Hui YH. 2013. Food Processing: Principles and Applications, Wiley

Online Resources/E-Learning Resources

1. <https://geteffort.com/agriculture/mastering-the-art-of-food-processing-management-a-comprehensive-guide/>
2. <https://www.sciencedirect.com/book/9780081019078/food-processing-technology>
3. <https://link.springer.com/journal/13197>
4. <https://www.sciencedirect.com/book/9780081019078/food-processing-technology>

COURSE CURRICULUM

Name of the Pro-gram:		MBA (ABM)		Semester: II		Level: PG	
Course Name		Agri waste Management		Course Code/ Course Type		PMA113B/Elective	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA	Practi-cal/Oral
3	0	0	3	3	40	60	0
Pre-Requisit : Basic knowledge of Agri Business Terms							
Course Objectives (CO):				The objectives of Agri waste management course are: 1. To comprehend importance of Agri waste management 2. To comprehend organic farming and its importance in agriculture 3. To analyze the importance of waste management 4. To apply knowledge for use of organic farming tools 5. To comprehend basic concepts of composting and briquetting			
Course Learning Outcomes (CLO):				Students would be able to: 1. Comprehend basic concept of waste management 2. Identify various issues related to agriculture waste 3. Identify importance of organic farming 4. Evaluate and identify emerging trends in Agri waste management 5. Analyze importance of briquetting			

Course Contents/Syllabus:

(All the units carry equal weightage in Summative Assessment and equal engagement)

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Agri waste Management: Scenario, Importance, Scope of Agri waste management, Agri waste management process-Generation, Collection, Transportation, Treatment Process, Disposal	CLO 1	9
UNIT II		
Agricultural Solid Waste: Introduction, Classification and causes/sources of agricultural solid wastes, Influence of agricultural solid waste on human health and environment, Effective management of agricultural solid wastes Conclusion	CLO 2	9
UNIT III		
Organic Farming: Definition, Organic farming need of organic farming, key Feature, principles & benefits, why modern farming is unsustainable-difference between organic and conventional farming	CLO 3	9

UNIT IV		
Composting: Definition, importance and benefits of composting, Methods of composting (vermicomposting), process of composting, Factors affecting composting process, difference between composting & dumping	CLO 4	9
UNIT V		
Biomass Briquetting: Definition, potential agro residues and their characteristics for briquetting, economic analysis of briquetting, setting up of briquetting plant, appliances for biomass briquettes	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Raymond C Loehr, Agricultural Waste Management- problems, processes and approaches. First edition, Academic press, 1974.
2. Diaz, I.F., M. de Bertoldi and W. Bidlingmaier. 2007. Compost science and technology, Elsevier pub., PP.1-380.
3. Uta Krogmann, Ina Korne and Luis F. Diaz.2010. Solid waste technology and management (Vol 1 and2). Blackwel Pub Ltd., Wiley Online library.
4. Yong Sik Ok, Sophie M. Uchimiya, Scott X. Chang, Nanthi Bolan., Biochar-production characterization and applications. 2015. CRC press

Reference Books:

1. Raymond C Loehr, Agricultural Waste Management- problems, processes and approaches. First edition, Academic press, 1974
2. Diaz, I.F., M. de Bertoldi and W. Bidlingmaier. 2007. Compost science and technology, Elsevier pub., PP.1-380
3. UtaKrogmann, Ina Korne and Luis F. Diaz.2010. Solid waste technology and management (Vol 1 and2). Blackwel Pub Ltd., Wiley Online library
4. Yong Sik Ok, Sophie M. Uchimiya, Scott X. Chang, Nanthi Bolan., Biochar-production characterization and applications. 2015. CRC press
5. Biochar production from agricultural wastes via low-temperature microwave carbonization
6. Qian Kang, Lise Appels, Tianwei Tan and RafDewil, Bioethanol from Lignocellulosic Biomass: Current Findings Determine Research Priorities The Scientific World Journal, 2014, Article ID 298153, 13 pages

Online Resources/E-Learning Resources:

1. Riparian buffers: University of Vermont, <https://www.uvm.edu/~vlrs/Agriculture/bufferzones.pdf>
2. Soil Sampling: Tanja Folnovic, <http://blog.agrivi.com/post/importanceof-soil-analysis>
3. Ramesh, V., 2016, Entrepreneurship as a Business Model “A Review on Indian Innovations and Practices in Waste Management” International Journal of Advances in Agricultural & Environmental Engg. (IJAAEE) Vol. 3, Issue 1 (2016) ISSN 2349- 1523 EISSN 2349-153

COURSE CURRICULUM

Name of the Program:		MBA(ABM)		Semester : II		Level: PG	
Course Name		Strategic Corporate Communication		Course Code/ Course Type		PMA114/AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA	ESA (End Semester Assessment)	Practical/Oral
2	0	0	2	2	50	-	-
Pre-Requisite: Bachelor’s Degree							
Course Objectives (CO):				The objectives of Strategic Corporate Communication are: <div><div>1.</div><div>To recall key concepts and theories related to corporate communication, including definitions, scope, and historical development.</div><div>2.</div><div>To recognize the importance of effective corporate communication strategies in organizational success and understand the objectives behind various communication practices.</div><div>3.</div><div>To apply theoretical knowledge of corporate communication to real-world scenarios, such as developing communication strategies, conducting stakeholder analysis, and crafting messages.</div><div>4.</div><div>To analyze corporate communication practices and their impact on organizational culture, reputation, and stakeholder engagement.</div><div>5.</div><div>To evaluate corporate communication strategies in diverse contexts, including crisis management, internal communication, and CSR initiatives.</div><div>6.</div><div>To design and implement effective corporate communication plans, incorporating audience segmentation, message development, and engagement strategies.</div></div>			
Course Learning Outcomes (CLO):				Students would be able to: <div><div>1.</div><div>Apply corporate communication theories to develop effective strategies for stakeholders and crises.</div><div>2.</div><div>Apply audience segmentation for tailored communication.</div><div>3.</div><div>Analyze corporate communication data for organizational impact.</div><div>4.</div><div>Evaluate communication strategies for success metrics.</div><div>5.</div><div>Create comprehensive communication plans for organizational enhancement.</div></div>			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Unit 1: Introduction to Corporate Communication: Definition, scope & evolution of corporate communication. Importance and objectives of corporate communication. Evolution and trends in corporate communication. Internal vs. external communication. Role of communication in organizational culture. Ethical considerations in corporate communication	CLO 1	6
UNIT II		
Corporate Communication Strategy: Developing a corporate communication strategy. Stakeholder identification, analysis, and engagement strategies. Setting communication objectives and goals. Setting SMART communication objectives. Target audience segmentation and personalized messaging. Crisis communication preparedness and response strategies. Integrating digital communication channels into the strategy.	CLO 2	6
UNIT III		
Corporate Branding and Reputation Management: Strategies for building and managing corporate brand identity. Proactive reputation management techniques. Case studies on successful reputation recovery after crises. Leveraging storytelling and narrative in branding efforts. Online reputation management tactics and tools. Employee advocacy programs and their impact on brand reputation.	CLO 3	6
UNIT IV		
Internal Communication and Employee Engagement: Advanced techniques for fostering effective internal communication. Innovative employee engagement strategies and best practices. Creating a positive communication climate and culture. Addressing resistance to change through strategic communication. Implementing effective feedback mechanisms and communication forums. Harnessing technology for internal communication enhancement.	CLO 4	6
UNIT V		
Corporate Social Responsibility (CSR) Communication: In-depth understanding of CSR and its significance in corporate communication. Crafting impactful CSR messages for internal and external stakeholders. Measuring and evaluating the effectiveness of CSR communication initiatives. Exploring cultural nuances in CSR communication across different regions. Strategies for meaningful stakeholder engagement in CSR activities. Compliance with CSR reporting standards and frameworks.	CLO 5	6
Total Hours		30 Hours

Learning resources

Textbooks:

1. Strategic Corporate Communication, Paul Argenti, Sage Publications, McGraw Hill Education (25 June 2007)
2. Present-Day Corporate Communication, Rudolf Beger, Springer Publication, 1st ed. 2018
3. Corporate Communication: A guide to theory and practice Joep Cornelissen Sage Publications Ltd, 6th Ed. 23 January 2020

Reference Books:

1. "Introduction to Corporate Communication: Case Studies from India", by Charu Lata Singh and Mona Gupta, Routledge, 2023
2. "CORPORATE COMMUNICATION : Trends and Features, by Dr.Sapna.M.S, Notion Press; 1st edition (20 November 2020)
3. "Strategic Communication at Work: The Impact Paradigm", by Diane Lennard, Routledge, 1st Ed. 2018.

Online Resources/E-Learning Resources:

1. Corporate Social Responsibility (CSR): A Strategic Approach by PennX (edX)
2. Professional Communication and Office Management, University of Cape Town (edX)
3. Internal Communication Case Studies: The Terrible & The Terrific <https://www.talkfreely.com/blog/internal-communication-case-studies>.

COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester : II		Level: PG
Course Name		Business Model Innovation and Brand Management			Course Code/ Course Type		PMA115/MOOCs
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
The-ory	Practi-cal	Tuto-rial	Total Credits	Hours	CIA	ESA	Practical/Oral
4	0	0	4	4	40	60	-
Pre-Requisite: Graduation Degree							
Course Objectives (CO):					The objectives of the course are: 1. Understand Business Model Frameworks: Develop a comprehensive understanding of contemporary business model frameworks and their application in creating value for stakeholders. 2. Explore Innovation Strategies: Examine the role of innovation in designing, evolving, and disrupting business models to gain competitive advantage in dynamic markets. 3. Analyze Brand Management Principles: Understand the fundamentals of brand equity, brand positioning, and brand architecture to build and sustain strong brands. 4. Integrate Business Models and Branding: Learn how innovative business models and effective brand management strategies work together to drive business success and customer loyalty. 5. Foster Strategic Decision-Making Skills: Equip students with the tools to critically assess and design innovative business models and branding strategies for long-term growth and differentiation.		
Course Learning Outcomes (CLO):					Students would be able to: 1. Remembering: Identify the key principles of brand management and their alignment with business strategies. 2. Understanding: Explain the relationship between brand equity and business value creation. 3. Applying: Develop strategies to integrate branding with organizational goals and customer engagement. 4. Analyzing: Evaluate the effectiveness of brand strategies in enhancing customer loyalty and market differentiation. 5. Creating: Design a comprehensive branding plan aligned with business objectives and market trends.		

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hrs
UNIT I		
Brand Management aligning Business Offered by University of London on Coursera	Level: Beginner	17 Hrs
UNIT II		
Project Planning Offered by Google on Coursera	Level: Beginner	33 Hrs
UNIT III		
Renewable Energy and Green Building Entrepreneurship Offered by Duke University on Coursera	Level: Beginner	17 Hrs
UNIT IV		
Business Model Innovation Offered by HEC Paris on Coursera	Level: Beginner	15 Hrs

Learning resources

Online Resources/E-Learning Resources

1. Coursera

COURSE CURRICULUM

Name of the Program:		MBA (ABM)			Semester : II		Level: PG
Course Name		Human Resource Management			Course Code/ Course Type		PMA116/MAJM
Course Pattern		2025			Version		1.0
Teaching Scheme					Assessment Scheme		
The-ory	Practi-cal	Tuto-rial	Total Credits	Hours	CIA	ESA	Practical/Oral
3	0	0	3	3	40	60	-
Pre-Requisite:							
Course Objectives (CO):					The objectives of Human Resource Management are: 1. Recall key concepts in Human Resource Management 2. Recognise emerging trends and practices in HRM, recognizing their impact on organizational and employee management. 3. Apply methods for Human Resource Acquisition and Retention, covering HR planning, job analysis, recruitment, selection, and career planning. 4. Evaluate and interpret contemporary job descriptions and specifications, demonstrating proficiency in the job analysis process. 5. Design and create comprehensive training and development program to enhance employee skills and competencies aligned with organizational objectives.		
Course Learning Outcomes (CLO):					Students would be able to: 1. Apply knowledge of fundamental principles of Human Resource Management. 2. Analyse HR planning and acquisition processes. 3. Evaluate performance appraisal and training effectiveness using the Kirkpatrick Model. 4. Assess various forms, components, and theories of compensation management, and analyse factors influencing remuneration decisions. 5. Create HRD strategies integrating technology and learning initiatives.		

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Human Resource Management: Comprehending HRM: Definition, Objectives, and Scope. Structure of HR Department. Analyzing the Core Functions & Challenges in HRM. Comprehending Personnel Management (PM): Definition, Difference between HRM and PM. Introduction to Strategic Human Resource Management (SHRM): Definition and Significance of SHRM. Nature of SHRM. Comprehending the Harvard Model in HRM. Exploring the SHRM Matching Model	CLO 1	9
UNIT II		
HR Acquisition & Retention: Definition of HRP. Identifying Needs, Significance and Benefits of HRP. Exploring the Steps and Process of HRP. Techniques of HR Demand Forecasting. Methods of HR Supply Forecasting. Challenges in HRP. Process	CLO 2	9

of Job Analysis. Defining & distinguishing between Job Description and Job Specification. Defining Job Design (JD). Process of JD. Comprehending Job Enrichment. Comprehending Recruitment. Exploring Various Sources & Methods of Recruitment. Differentiating Between Recruitment and Selection. Process of Selection. Comprehending Career, Career stages and Career Anchors. Objective & Process of Career Planning. Analyzing the Steps in Career Planning. Roles of employer and employee in Career Management. Comprehending the Succession Planning Objective & Process.		
UNIT III		
Managing Employee Performance and Training: Definition, Objectives, Process & Methods of Performance Appraisal. Concept, Purpose & Techniques of Potential Appraisal. Definition, Need, Process of Training. Methods of Training. Concept & Need of Development. Difference between Training and Development. Defining Competency mapping and comprehending its benefits. Developing competency model. Comprehending Assessment centers. Measure of Tools. Evaluation of Training Effectiveness via Kirkpatrick Model.	CLO 3	9
UNIT IV		
Compensation Management: Concept, Different forms, Significances, Components, Theories of Compensation Management. Compensation Administration Process. Key factors influencing Remuneration. Wage/ Salary Differentials and Components of Salary. Overview of Fringe Benefits & Fringe Benefits Tax (FBT). Concept of Incentive and Bonus. Employee Stock Options (ESOPs). Retirement, Termination, VRS (Voluntary Retirement Scheme), Golden Handshake. Suspension: Concepts and Methods. Grievance Procedure in Indian Industry	CLO 4	9
UNIT V		
Human Resource Development (HRD): Meaning of HRD. Need, Objectives & Scope of HRD. Functions and Process of HRD. Integration of technology in HRD processes. E-learning and virtual training platforms. Challenges and opportunities posed by digital transformation. Reskilling and up skilling initiatives for employees in response to technological advancements. Leveraging digital tools for personalized learning and development opportunities	CLO 5	9
Total Hours		45

Learning resources

Textbooks:

1. Human Resource Management, by Gary Dessler, Biju Varkkey, Pearson Education, 17ed, 22 June 2023
2. Human Resource Management: Text and Cases, by K Aswathappa, Sadhna Dash, McGraw Hill, 10th Edition – 29 May 2023
3. Routledge Handbook of Human Resource Management in Asia by Fang Lee Cooke and Sunghoon Kim, Routledge; 1st edition (30 June 2020)

Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Chartered Institute of Personnel & Development, 1st edition (30 May 2006).
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, by Michael Armstrong, Stephen Taylor, Kogan Page; 15th edition (3 January 2020).
3. Applied Psychology in Human Resource Management, Cascio & Aguinis, Pearson; 7th edition (26 January 2010).

COURSE CURRICULUM

Name of the Program:		Foreign Language		Semester :II		Level: PG	
Course Name		German A1.1		Course Code/ Course Type		PFIL101A/ AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
The-ory	Practi-cal	Tuto-rial	Total Credits	Hours	CIA (Continu-ous Inter-nal Assess-ment)	ESA (End Semester As-sessment)	Practical/Oral
2	0	0	0	2	50	0	0
Pre-Requisite:							
Course Objectives (CO):				The objectives of (German A1.1) are: 1. To remember new words and their spellings. 2. To analyze the new concepts. 3. To apply the basic vocab and grammar concepts. 4. To comprehend the German text. 5. To create basic sentences in German.			
Course Learning Outcomes (CLO):				Students would be able to: 1. Spell simple words in German 2. Can understand everyday expressions. 3. Able to frame simple sentences in German language. 4. Can introduce themselves and others. 5. Can answer questions about themselves.			

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Guten Tag Speak about yourself and others, Speak about Countries and LanguagesGrammar — Sentence formation and verbs usage	CLO 1	6
UNIT II		
Freunde, Kollegen und Ich Speak about your Hobbys, To fix a meeting, Speak about work and Profes-sion, To create aprofile on Internet Grammar — How to use ‘The’ in german, Sin-gular and plural forms ofNouns	CLO 2	6
UNIT III		
In der Stadt To get to know about Cities and Places, how to find way and understand direc-tions, learn international words Grammar — Negations (how to use NO in Ger-man), Definite articles, indefinite articles	CLO3	6
UNIT IV		
Guten Appetit To speak about food and food habits, to have a discussion about shoppingGram-mar — introduction of cases	CLO4	6



UNIT V		
Tag für Tag & Zeit mit Freunden Clock timings, To speak about family and friends, Daily routine To speak about free time activity, to understand the specific information from the text, to order and to pay in a restaurant Grammar — Possessive article, Modal verbs, use of on, at, from... till, Separable verbs and past tense	CLO5	6
Total Hours		30

Learning resources

Textbooks:

1. Netzwerk A1, Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.
2. Studio d A1, Cornelsen Verlag & Goyal Publishers & Distributors Pvt. Ltd.
3. Netzwerk Neu A1, Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.

Reference Books:

1. Hallo Deutsch A1, Emst Klett Verlag, Goyal Publishers & Distributors Pvt. Ltd.
2. Themen Aktuell 1, Hueber verlag
3. Maximal Emst klett Verlag & Goyal Publishers & Distributors Pvt. Ltd.

Online Resources/E-Learning Resources:

1. Youtube <https://youtube.com/@LearnGermanwithAnja?si=BkJYDPi7TSOfT4lr>
2. <https://youtube.com/@deutschlernenmitheidi?si=TkIClabzioaUOroZ>
3. Instagram: [instagram.com/learngermanwithanja](https://www.instagram.com/learngermanwithanja)

COURSE CURRICULUM

Name of the Program:		MBA		Semester: II		Level: PG	
Course Name		Basic Japanese language skill		Course Code/Course Type		PFIL101A/AEC	
Course Pattern		2025		Version		1.0	
Teaching Scheme					Assessment Scheme		
Theory	Practical	Tutorial	Total Credits	Hours	CIA (Continuous Internal Assessment)	ESA (End Semester Assessment)	Practical/ Oral
2	0	0	2	30	50	0	0
Pre-Requisite: Desire to get acquainted with the Japanese language.							
Course Objectives (CO):					The objectives of Basic Japanese language skill are: 1. To meet the needs of ever growing industry, with respect to language support. 2. To get introduced to Japanese society and culture through language. 3. To acquire competitive edge in career choices. 4. To participate effectively & responsibly in a multi-cultural world. 5. To enable learners to communicate effectively in Japanese language.		
Course Learning Outcomes (CLO):					Students will be able to: 1. Read and Write Hiragana script. 2. Write and Speak basic sentences. 3. Comprehend and speak about time, hobbies, likes and dislikes. 4. Write basic kanji. 5. Use the Hiragana script in discussion.		

Course Contents/Syllabus:

Descriptors/Topics	CLO	Hours
UNIT I		
Introduction to Japanese Language – Introduction of script, culture, History of script ,Speaking : Self introduction, listening : short video skit on self-introduction	CLO 1	6
UNIT II		
Introduction of Hiragana Script -Writing : Hiragana script, Speak : Basic sentences, General vocabulary : Months , Days of the week ,Basic numbers, colours,	CLO 2	6
UNIT III		
Basic sentence structure : Affirmative and Negative , General vocabulary: about family	CLO 3	6
UNIT IV		
Time and verbs –Talking about routine, Writing: routine using verbs and time, reading : A clock	CLO 4	6
UNIT V		
Introduction of Katakana and basic kanji – Reading : English words, country names. Writing : Basic Kanji	CLO 5	6
Total Hours		30

Learning resources

Textbook:

2. Minna no Nihongo , “ Japanese for everyone” ,Elementary Main Textbook , Goyal Publishers & Distributors Pvt. Ltd.

Reference books:

1. Shyoho Volume 1.
2. Genki Japan
3. Haru Vol. 1 & 2

Online Resources/E-Learning Resources:

YouTube links

- <https://www.youtube.com/watch?v=shdlEapDsP4>
- <https://youtu.be/K-nw5EUxDz0?feature=shared>
- <https://youtu.be/o9sP-vaCEa0?si=l8yOvVKaItBQWXNu>
- <https://youtu.be/JnoZE51WZg4?si=9uq68USOz5plBk2n>
- <https://youtu.be/shdlEapDsP4?si=tC6RGaMtwDJgVu2d>
- <https://youtu.be/9paXgC2U8L0?si=btS1G4mvrkG5C9zi>

Apps

- A) Learn Japanese - Hiragana APP available on Google play.
- B) Hiragana Pro