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**Pimpri Chinchwad University**

**Sate, Pune - 412106**

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**Curriculum Structure**

**Master of Business Administration (MBA)**

# (Agri. Business Management)

**(Pattern 2024)**

**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.**

**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 thebusiness world.

**Program Outcomes (POs)**

- ***PO1:*** **Leadership**: Students will proactively demonstrate the ability to take initiative. They will be ableto 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 transformationalchanges 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** |

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# MBA Curriculum Structure

## School of Management

**Program Structure of Masters of Business Administration 2024-26 MBA Agri Business Management**

**WEF: A.Y. 2025-26 (Pattern 2024)**

**Semester III**

| Course Code | Course Name | Course Type | Teaching Scheme | | | | | Assessment Scheme | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Th | Prac | Tut | Credit | Hrs | CIA | ESA | Total |
| PMA201 | Strategic Management | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA202 | Consumer Behaviour | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA207 | SIP -Summer Internship Program | INTR | 0 | 4 | 0 | 4 | 8 | 50 | 100 | 150 |
| PMA225 | **AI and IoT in Agribusiness Innovation** | MOOCs | 4 | 0 | 0 | 4 | 4 | 40 | 60 | 100 |
| PMA205 | Rural & Agricultural Marketing | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA203 | Integrated Marketing Communication | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA221 | Professional Elective 3 | Elective | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PFIL201 | **Foreign Language-II** | AEC | 2 | 0 | 0 | 0 | 2 | 50 | 0 | 50 |
| | **Total** | | 21 | 4 | 0 | 23 | 29 | 340 | 460 | 800 |
| | | | | | | | | | | |
| PMA221 | **Professional Elective 3** | | | | | | | | | |
| PMA221A | Marketing 5.0 | Elective | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA221B | Advanced Social Media Analytics and Insights | Elective | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| | **Foreign Language II** | | | | | | | | | |
| PFIL201A | Foreign Language II: GERMAN | AEC | 2 | 0 | 0 | 0 | 2 | 50 | 0 | 50 |
| PFIL201B | Foreign Language II: JAPANESE | AEC | 2 | 0 | 0 | 0 | 2 | 50 | 0 | 50 |

**Semester IV**

| Course Code | Course Name | Course Type | Teaching Scheme | | | | | Assesment Scheme | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Th | Prac | Tut | Credit | Hrs | CIA | ESA | Total |
| PMA208 | **Corporate Governance and Business Ethics** | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA210 | **Entrepreneurship Development** | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA209 | **International Business Management** | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA222 | **Professional Elective 4** | Elective | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA212 | **Agri Import & Export Management** | MAJM | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA226 | **Agri Risk Management** | MAJM | 4 | 0 | 0 | 4 | 4 | 40 | 60 | 100 |
| PMA214 | **Research/Field Project** | PROJ | 0 | 4 | 0 | 4 | 8 | 50 | 100 | 150 |
| Total | | | 19 | 4 | 0 | 23 | 27 | 290 | 460 | 750 |
| | **Professional Elective 4** | | | | | | | | | |
| PMA222A | **Retail Management** | Elective | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |
| PMA222B | **Global Digital Marketing Trends and Strategy** | Elective | 3 | 0 | 0 | 3 | 3 | 40 | 60 | 100 |

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# 3rd Semester

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## COURSE CURRICULUM

| **Name of the Program:** | **MBA (ABM)** | **Semester : III** | **Level: PG** |
|---|---|---|---|
| **Course Name** | **Strategic Management** | **Course Code/ Course Type** | PMA201/ MAJM |
| **Course Pattern** | **2024** | **Version** | 1.0 |

| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
|---|---|---|---|---|---|---|---|
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | 0 |

**Pre-Requisite: Bachelor Degree**

| | |
|---|---|
| Course Objectives (CO): | The objectives of the course are:<br>1. To recall learning about the process of strategic management<br>2. To recognize strategy formulation and implementation<br>3. To apply the knowledge gained in functional areas of management.<br>4. To analyze various forms of competitive strategy<br>5. To evaluate strategies specific to the business vision and mission |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. To identify the concept of Strategic Management, its relevance, Characteristics, process nature and purpose<br>2. To explain how firms successfully institutionalize a strategy process.<br>3. To apply a competitive organizational structure for domestic and overseas operations and gain competitive advantage.<br>4. To analyze how strategy is weaved in the organizational decision-making process.<br>5. To evaluate the strategic drive-in multinational firms and their decisions in different markets |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hours** |
|---|---|---|
| **UNIT I** | | |
| Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBD); Functional level strategies | **CLO 1** | **9** |
| **UNIT II** | | |
| Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis | **CLO 2** | **9** |

| | | |
|---|---|---|
| **UNIT III** | | |
| **Strategy Formulation and Choice** - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies -<br>Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Benchmarking, Service blueprinting | **CLO3** | **9** |
| **UNIT IV** | | |
| **Functional Strategies:** Marketing, production/operations and R&D plans and policies Personnel and financial plans and policies | **CLO4** | **9** |
| **UNIT V** | | |
| **Strategy Implementation** - Inter - relationship between formulation and implementation -Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control. | **CLO5** | **9** |
| **Total Hours** | | **45** |

**Learning resources**

Textbooks:

1. Azhar Kazmi, STRATEGIC MANAGEMENT & BUSINESS POLICY, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008 edition.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

Reference Books:

1. Amita Mittal, CASES IN STRATEGIC MANAGEMENT, Tata McGraw-Hill Publishing Company Limited, New Delhi 2008 edition
2. Fred R. David, STRATEGIC MANAGEMENT CONCEPT AND CASES, PHI Learning Private Limited, New Delhi, 2008 edition.

Online Resources/E-Learning Resources:

1. Adam Brandenburger, "Strategy Needs Creativity," Harvard Business Review, March-April 2019 edition, at https://hbr.org/2019/03/strategy-needs-creativity.

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## COURSE CURRICULUM

| **Name of the Program:** | **MBA (ABM)** | **Semester : III** | **Level: PG** |
|---|---|---|---|
| **Course Name** | **Consumer Behaviour** | **Course Code/ Course Type** | PMA202/ MAJM |
| **Course Pattern** | **2024** | **Version** | 1.0 |

| **Teaching Scheme** | | | | **Assessment Scheme** | | | |
|---|---|---|---|---|---|---|---|
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | - |

**Pre-Requisite: Bachelor Degree**

| | |
|---|---|
| Course Objectives (CO): | The objectives of the course are:<br>1. To recall the factors influencing Consumer's purchase decision making process.<br>2. To apply concepts of consumer behavior to real world marketing decision making.<br>3. To analyze the consumer decision making process and the role of different determinants that affect the buying decision process.<br>4. To evaluate the new trends influencing buyer behavior and its effect on new age Indian Consumer.<br>5. To Design and create strategies for the consumer and organizational buying behavior process for a variety of products. |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Apply consumer behavior concepts to analyze evolving trends and adapt marketing strategies in the Indian economy.<br>2. Evaluate the influence of personality, perception, learning, attitudes, and motivation on consumer behavior, informing effective marketing strategies.<br>3. Analyze cultural, social, and group influences on consumer behavior, informing marketing strategies tailored to diverse Indian markets.<br>4. Analyze consumer decision-making stages to optimize marketing strategies and enhance customer satisfaction.<br>5. Create effective strategies for influencing organizational buying behavior based on buyer characteristics, decision processes, and purchasing patterns. |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hours** |
|---|---|---|
| **UNIT I** | | |
| **Introduction to Consumer Behavior:** Definition, Consumer and Customers, Buyers and Users, Organizations as Buyers, Use of Market Segmentation in Consumer Behavior, The | **CLO 1** | **9** |

| | | |
|---|---|---|
| Changing Patterns of Consumer Behavior in the context of the evolving Indian Economy, The Internet, e-commerce, and information technology and the changing consumer marketplace, New Trends in Consumer Behavior and its Applications in Marketing. | | |
| **UNIT II** | | |
| **Unit 2: Individual Determinants of Consumer Behavior:**<br>**(a) Consumer Personality & Perception –** Personality, Self-concept, Overview of Personality Theories, Brand Personality, and Emotions. Sensation (Exposure to Stimuli), Factors that Distort Individual Perception, Overview of Price Perceptions, Perceived Product & Service Quality and Consumer Risk Perceptions.<br>**(b) Consumer Learning, Memory and Involvement** - Components of Learning, Behavioural & Cognitive Learning Theory, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behavior, Overview and Application of Cognitive Response Model.<br>**(c) Consumer Attitudes & Motivation -** Functions of Attitude, Attitude Models, and Relationship between Attitude, Beliefs, Feelings and Behavior, Learning Attitudes, Changing Attitudes, Attitude Change Strategies for marketers. Motivational Conflict, Defense Mechanisms, Motive Arousal. | **CLO 2** | **9** |
| **UNIT III** | | |
| **Unit 3: Environmental Influences on Consumer Behavior:**<br>**(a) Cultural Influences on Consumer Behavior –** Concept of Culture, Values, Sub-cultures, and Influence of Indian Culture on Consumers, Multiplicity of Indian Cultures and their influence on consumer behavior, Cross-cultural Influences. **(b) Social Class and Group Influences on Consumer Behavior -** Concept of Social Class, Social Sub-Class, Money and Other Status Symbols, AIO classification of Lifestyle, VALS Typology, Source of Group Influences, Types & Nature of Reference Groups, Reference Group Influences and Applications, Group Norms and Behavior, Family Life Cycle Stages, Family Purchases, Family Decision-making, Purchasing Roles within family, Word-of-Mouth Communications within Groups, Opinion Leadership. (**c) Indian Consumer: Social classes in India –** Overview of old and new Socio-Economic Classes (SEC) in Urban & Rural Markets, Characteristics of BoP Consumers, Gen Z Consumers, HNI Consumers in India. | **CLO3** | **9** |
| **UNIT IV** | | |
| **Unit 4: Consumer Decision Making Process**: (a) Problem Recognition - Types of consumer decisions, types of Problem Recognition, utilizing problem recognition information (b) Search & Evaluation – Types & Source of information, Search, Experience and Credence Aspects -Marketing Implications, Situational Influences on Purchase Decisions, Nature of Situational Influence & Variables (c) Purchasing Process - Why do people shop? Store & Non-store Purchasing Processes, Purchasing Patterns (d) Post-purchase Evaluation & Behavior - Consumer Satisfaction, Dissatisfaction, Customer Delight, Consumer Complaint Behavior, Post- Purchase Dissonance. (e) Consumer Decision<br>**Models** - Types of Consumer Decisions, Nicosia Model of Consumer Decision-making, Howard-Sheth Model, Engel, Blackwell, Miniard Model | **CLO4** | **9** |
| **UNIT V** | | |
| **Unit 5: Organizational Buying Behavior:** Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Involvement and Types of Organizational Buying Decisions, Factors Influencing Organizational Buyer Behavior, organizational Buyer Decision Process, Organizational Buying Roles. Organizational Buying Strategies. Emerging Trends in Organizational Buying. Globalization and its implications for B2B markets. | **CLO5** | **9** |
| **Total Hours** | | **45** |

**Learning resources**

Textbooks:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, by Kumar Leon G., Schiffman;Joe, Wisenblit;S. Ramesh, Pearson Education; Twelfth edition (31 December 2018)
3. Consumer Behavior : Building Marketing Strategy, by David L. Mothersbaugh, Del I. Hawkins, Susan Bardi Kleiser, McGraw Hill, 14th Edition – 5 May 2022.

Reference Books:

1. "We are like that only" by Rama Bijapurkar, Portfolio; Revised edition (21 August 2009)
2. "Consumer Behaviour" by Zubin Sethna & Jim Blythe, SAGE Publications India Pvt Ltd, 1 January 2025
3. Consumer Behavior, 13/e Paperback – by Michael R. Solomon & Tapan Kumar Panda, Pearson Education 30 January 2020

Online Resources/E-Learning Resources:

1. "Consumer Behavior" by Indian Institute of Management, Bangalore.
2. "Marketing Analytics: Know Your Customers" by Columbia University.
3. Understanding and shaping consumer behavior in the next normal, McKinsey, July 2020 (

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## COURSE CURRICULUM

| **Name of the Program:** | **MBA (ABM)** | **Semester : III** | **Level: PG** |
|---|---|---|---|
| **Course Name** | **AI and IoT in Agri-business Innovation** | **Course Code/ Course Type** | PMA225/ MOOCs |
| **Course Pattern** | **2024** | **Version** | 1.0 |

| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
|---|---|---|---|---|---|---|---|
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 4 | 0 | 0 | 4 | 4 | 40 | 60 | - |

**Pre-Requisite: Bachelor Degree**

| | |
|---|---|
| Course Objectives (CO): | The objectives of the course are:<br>1. Understand Digital Transformation in Agribusiness.<br>2. Explore Key Technologies and Applications.<br>3. Assess the Role of Technology in Sustainability.<br>4. Develop a Holistic View of Agribusiness Innovation.<br>5. Examine Global Trends and Challenges in Food Systems. |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. CO1: Grasp the Core Components of IoT in Agriculture.<br>2. CO2: Evaluate the Benefits and Challenges of Digital Transformation: Examine the key administrative, medical, nursing, and support services essential for effective hospital operations.<br>3. CO3: Understand the Impact of AI on Farm Productivity and Sustainability:<br>4. CO4: Analyze Technological Trends in Food Systems:<br>5. CO5: Apply Knowledge to Real-World Agribusiness Problems: |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **Weightage (%)** | **Hrs** |
|---|---|---|
| Syllabus for *IoT Enabled Farming* Offered by the EDUCBA on Coursera | **Level: Beginner** | **Duration: 3 Hours** |
| Syllabus for *Perspectives in Digital Transformation: Agribusiness* Offered by the Banco Interamericano de Desarrollo on Coursera | **Beginner** | 6 Hours |
| Syllabus for *Transformation of the Global Food System* | **Beginner** | 9-10 Hours |

| | | |
|---|---|---|
| Offered by the University of Copenhagen on Coursera | | |
| Syllabus for *Food & Beverage Management*<br>Offered by the Università luigi Bocconi on Coursera | **Intermediate** | 10-12 Hours |
| Syllabus for *Contemporary Garden City Concept from Asia*<br>Offered by the University of Utokyo on Coursera | **Beginner** | 6-7 Hours |
| Syllabus for *Sustainable Food Systems 2050*<br>Offered by the University of Illinois on Coursera | **Beginner** | 12 Hours |
| Syllabus for *Unravelling solutions for Future Food problems*<br>Offered by The University of Arizonaon Coursera | **Intermediate** | 15 Hours |

**Learning resources:** Coursera

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## COURSE CURRICULUM

| **Name of the Program:** | | | **MBA (ABM)** | | **Semester : III** | | **Level: PG** |
|---|---|---|---|---|---|---|---|
| **Course Name** | | | **Rural and Agriculture Marketing** | | **Course Code/ Course Type** | | PMA205/MAJM |
| **Course Pattern** | | | 2024 | | **Version** | | 1.0 |
| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
| **The-ory** | **Practi-cal** | **Tuto-rial** | **Total Credits** | **Hours** | **CIA (Continuous Internal As-sessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | - |
| **Pre-Requisite: Bachelor Degree** | | | | | | | |
| Course Objectives (CO): | | | The objectives of the course are:<br>1. To understand basic concepts of rural marketing.<br>2. To understand various agriculture marketing strategies.<br>3. To understand difference between rural and urban marketing.<br>4. To analyze the rural marketing environment and consumer behavior in rural markets.<br>5. To evaluate the 4As framework and its relevance in developing effective rural marketing strategies. | | | | |
| Course Learning Outcomes (CLO): | | | Students would be able to:<br>1. Explain the introduction to agricultural marketing, including its definition, scope, and importance<br>2. Identify the different marketing institutions and the role of Agricultural Produce Market Committees.<br>3. Understand the market channels, market intelligence, and market integration, and how they impact marketing efficiency and producer surplus.<br>4. Understand the rural marketing environment, highlighting the differences between urban and rural customers, and strategies for rural market segmentation, targeting, and positioning.<br>5. Analyse the effective product, pricing, distribution and promotion strategies for the rural market. Focusing on acceptability, affordability, availability, and awareness. | | | |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **Weightage** | **Hrs** |
|---|---|---|
| Module I **Introduction to Agricultural Marketing**: | | |
| Agricultural Marketing: Definition and concepts, scope and subject matter. Market and marketing: Meaning, definition, components of a market structure, importance of agricultural marketing, classification, types of markets. | **20** | **9** |
| Module II **Marketing Institutions and APMC** | | |
| Marketing Institutions, Agricultural Produce Market Committee: Meaning, objectives, history of market regulation. Features of regulated market, advantages and defects of regulated market. | **20** | **9** |

| | | |
|---|---|---|
| Module III **Marketing Channels and Market Intelligence and Market Integration** | | |
| - Channels of Marketing: Meaning, definition, channels of different products, market functionaries and their role. Marketing Efficiency, marketing costs, margin, price spread, factors affecting the cost of marketing, Study of Market Intelligence and Market Integration: Meaning, definition, types of market integration. | **20** | **9** |
| Module IV **Rural Marketing and Rural Environment** | | |
| Rural Marketing: Definition - Rural Marketing Mix - Rural Economy - Profiles of Urban & Rural customers and Differences in their Characteristics. Segmentation, Targeting and Positioning. (Rural to Rural, Rural to Urban, Urban to Rural) Rural Marketing mix - 4P's vs. 4A's: Acceptability, Affordability, Availability and Awareness. | **20** | **9** |
| Module V **Product, Pricing, Distribution and Promotion Strategies** | | |
| Rural Product classification - Rural Product design – Rural Services - Rural Packaging. Pricing Strategies for Rural market. Concept, Objectives and strategy. Distribution Channel in Rural Market- Challenges in rural distribution- Distributional model for FMCG. Rural communication and promotion: Rural communication Media, Problems in Rural communication, Promotion towards rural audience, Social Medias' participation in Promotion and awareness program | **20** | **9** |
| Total | | **45** |

Text Books/ References Books:

**Text Books:**

1. Agricultural marketing in India.(fifth edition) By Acharya, S. S. And N. L. Agrawal oxford and IBH publishing company pvt. Ltd., 66 Janpath, New Delhi - 110001.
2. Agricultural marketing in India. By S. S. China. kalyani publisher, New Delhi 100 002.
3. Agriculture Economics.(2010) By S. Subba reddy et al oxford and ibh publishing company Pvt. Ltd., 66 Janpath, New Delhi – 110001.

**Reference Books**:

1. Rural Marketing- Pradip Kashyap, 3 rd Edn, Always Learning, Pearson, 2005,
2. New Perspectives in Rural & Agricultural Marketing- Y. Ramkishen, 2013
3. Rural & Agricultural Marketing Dr. Badrinath M.N , Dr. Venkatesh S Shastry

**Online Resources**:

1. https://kimsbengaluru.edu.in/assets/pdfs/criterias/criteria-1/criteria-1.1.1/RURAL%20AND%20AGRICULTURAL%20MARKETING%20(6%20files%20merged).pdf
2. https://agmarknet.gov.in/
3. https://agriwelfare.gov.in/en/AgriMkt

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## COURSE CURRICULUM

| **Name of the Program:** | **MBA (ABM)** | **Semester : III** | **Level: PG** |
|---|---|---|---|
| **Course Name** | **Integrated Marketing Communication** | **Course Code/ Course Type** | PMA203/ MAJM |
| **Course Pattern** | **2024** | **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 Se-mester Assess-ment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | 0 |

**Pre-Requisite: Bachelor Degree**

| | |
|---|---|
| Course Objectives (CO): | **The objectives of the course are:**<br>1. Introduce the concept and evolution of IMC in modern marketing.<br>2. Develop skills for strategic IMC planning and brand alignment.<br>3. Understand key communication tools used in IMC campaigns.<br>4. Explore digital integration and AI applications in IMC.<br>5. Build ability to measure, evaluate, and manage IMC ethically. |
| Course Learning Outcomes (CLO): | **Students would be able to:**<br>1. Understand the fundamentals and strategic role of IMC.<br>2. Plan IMC campaigns using consumer insights and brand alignment.<br>3. Apply creative and media tools in communication planning.<br>4. Integrate digital and AI-based platforms in IMC.<br>5. Evaluate and optimize IMC campaigns ethically. |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hours** |
|---|---|---|
| **UNIT I** | | |
| **Unit 1: Foundations of IMC—** Introduction to Integrated Marketing Communications, Importance of IMC in Modern Marketing, Key Components of IMC, Historical Evolution and Milestones of IMC, IMC vs Traditional Marketing Communication, Role of IMC in Branding, IMC as a Strategic Business Tool, Understanding IMC in a Global Context, Current Trends in IMC, Design Thinking in IMC Strategy. | **CLO 1** | **9** |
| **UNIT II** | | |
| **Unit 2: Strategic IMC Planning and Consumer Insight—** Identifying Target Audience in IMC, Identifying and Overcoming Integration Barriers, Identifying and Overcoming Integration Barriers (Case-Based Discussion), SWOT and Opportunity Analysis in IMC, Aligning IMC Strategy with Business Goals, Aligning IMC Strategy with Business Goals (Workshop), Competitive Analysis and Brand Positioning, Competitive Analysis and Brand Positioning (Examples & Tools), Customer Journey Mapping, Role of Customer Insights in IMC. | **CLO 2** | **9** |

| | | |
|---|---|---|
| **UNIT III** | | |
| **Unit 3: Creative Tools and Communication Channels—** Creative Strategy in IMC, Elements of a Creative Brief, Message Design and Copywriting, Storytelling in Integrated Branding, Advertising – Types and Strategies, Advertising – Case Studies and Campaigns, Personal Selling – Tools and Techniques, Sales Promotion – Objectives and Planning, Direct Marketing in IMC, Public Relations and Sponsorships. | **CLO3** | **9** |
| **UNIT IV** | | |
| **Unit 4: Digital Integration and Technological Tools—** The Role of Digital Marketing in IMC, Social Media Advertising – Platforms and Strategy, Social Media Advertising – Analytics and Campaign Design, Integrating Paid, Owned, and Earned Media, Use of AI in IMC Strategy, Personalization Using AI-Powered Tools, Competitive Intelligence Tools for IMC, Interactive Content and Engagement Tactics. | **CLO4** | **9** |
| **UNIT V** | | |
| **Unit 5: Evaluation, Ethics and Future Outlook—** Budgeting Techniques for IMC Campaigns, IMC Campaign Measurement using Integrated KPIs, ROI and Optimization of Media Mix, Ethical and Legal Aspects in IMC, The Future of IMC: Challenges and Opportunities, IMC in Action – Integrated Campaign Presentation, Revision and Query Solving Session. | **CLO5** | **9** |
| **Total Hours** | | **45** |

**Learning resources**

**Textbooks:**

1. Marketing Management,15th Edition, Philip Kotler, Kevin Lane, Keller, Published by-Pearson.
2. Marketing Management-A South Asian Perspective, ISBN -978-0-13-600998, 13th Edition, Philip Kotler, Kevin Keller, Abraham Koshy, Mithileshwar Jha, Published by Dorling Kindersley(India)Pvt. Ltd, Licensees of Pearson Education in South Asia
3. Marketing Management-Global Perspective -Indian Context, 4th Edition-2010V.S. Ramaswamy& S. Namakumari, Macmillan Publishers India LMT, New Delhi.

**Online References:**

1. Integrated Marketing Communications: The Holistic Approach https://books.google.as/books?id=jbT-I30Q3HEC&printsec=frontcover#v=onepage&q&f=false
2. Integrated Marketing Communications: A Global Brand-Driven Approach By Philip J. Kitchen, Marwa E. Tourky - https://www.google.co.in/books/edition/Integrated_Marketing_Communications/YJtXEAAAQBAJ?hl=en&gbpv=1&printsec=frontcover

**References:**

1. Semenik, R. J., Allen, C., O'Guinn, T. C., & Kaufmann, H. R. (2012). Advertising and promotions: An integrated brand approach. China: Couth-Western Cengage Learning.
2. Belch, G.E., & Belch, M.A. (2017). Advertising and Promotion: An Integrated Marketing Communications Perspective (11th Ed.). McGraw Hill Higher Education.
3. Kotler, P., & Keller, K. L. (2017). Marketing management. (15th Ed.). Pearson India

# PROFESSIONAL ELECTIVE 3

## COURSE CURRICULUM

| **Name of the Program:** | **MBA (ABM)** | **Semester : III** | **Level: PG** |
|---|---|---|---|
| **Course Name** | **Marketing 5.0** | **Course Code/ Course Type** | PMA221A/ELECTIVE |
| **Course Pattern** | **2024** | **Version** | 1.0 |

| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
|---|---|---|---|---|---|---|---|
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | - |

| **Pre-Requisite: Bachelor Degree** | |
|---|---|
| Course Objectives (CO): | The objectives of the course are:<br>1. Understand the shift from traditional to digital and human-centric marketing.<br>2. Explore consumer behaviour in the digital era and connected subcultures.<br>3. Familiarize students with emerging marketing technologies and tools.<br>4. Highlight integration of technology with marketing strategies.<br>5. Create awareness about ethical and strategic issues in tech-driven marketing. |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Describe concepts of Marketing 4.0 & 5.0, including digital subcultures and tech-driven frameworks.<br>2. Explain the shift to digital, inclusive, and human-centric marketing with focus on CX.<br>3. Apply the 5A path, content, and data strategies for integrated brand experiences.<br>4. Analyze the impact of AI, predictive tools, AR/VR, block chain, and contextual marketing on customer behavior and loyalty.<br>5. Design human-centric, tech-enabled strategies that deliver WOW customer experiences. |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hours** |
|---|---|---|
| **UNIT I** | | |
| **Introduction to Marketing 4.0**:<br>**Power Shift to Connected Customers**- Inclusive marketing, horizontal communication, social communities, frugal innovation. **The New Customer Journey & Subcultures**: Online Go-to-Market Options, Myths of Connectivity, Co-creation, Advocacy, Digital Subcultures- Youth, Women, Netizens. **Blending Traditional & Digital Approaches**- Customer Path 4A to 5A, O-Zone, | **CLO 1** | **9** |

| | | |
|---|---|---|
| 4Ps to 4Cs, Brand Humanization. Content as Conversation, Hashtags, Contextual Marketing, Omni channel Integration – Offline and Online, Gamification, Social CRM, Mobile Apps for Engagement | | |
| **UNIT II** | | |
| **Introduction to Marketing 5.0 & Digital-Ready Organizations:**<br>**Journey from 4.0 to 5.0** - Technology for Humanity, Market Polarization, Corporate Activism, Marketing to Baby Boomers, X, Y, Z, and Alpha<br>**Digital Transformation in Organizations-** Impact of COVID-19 and the Rise of Digital, Opportunities and Challenges of Going Digital, Digital Capabilities and Readiness, Digital Leadership, Digital Divide<br>**Technology Enablers in Marketing 5.0**- Bionics and Human-like Technologies | **CLO 2** | **9** |
| **UNIT III** | | |
| **UNIT 3: Data-Driven and Human-Centric Marketing (9 Hours)**<br>**Customer Experience in the Digital World-** Human and Machine Collaboration in CX, Balance Between Tech and Human Touch, Trends Shaping CX Today. **Data-Driven Marketing-** Segment of One, Building a Data Ecosystem, Leveraging Analytics for Insights. **Human-Centric Branding-** Digital Anthropology in Marketing, Six Attributes of Human-Centric Brands, When Brands Become "Human" | **CLO3** | **9** |
| **UNIT IV** | | |
| **Predictive & Contextual Marketing (9 Hours)**<br>**Predictive Marketing Fundamentals-** How It Works & Its Applications, Building Predictive Models, Anticipating Market Demand. **Contextual Marketing-** Triggers and Responses, Three Levels of Personalized Experience, Creating Sense-and-Respond Experiences. **Smart Infrastructure & Customer Path Optimization-** Real-Time Interaction Models, Use of AI in Contextual Marketing. | **CLO4** | **9** |
| **UNIT V** | | |
| **Augmented & Agile Marketing (9 Hours)**<br>**Augmented Marketing Concepts-** Tech-Empowered Human Interfaces, Digital Tools to Enhance Customer Experience, Augmented & Virtual Reality in Marketing. **Agile Marketing-** Need for Agile Execution, Operations at Pace & Scale, Use of Agile Sprints in Campaigns. **Blockchain in Marketing-** Transparency, Trust, and Traceability. **Delivering WOW Moments-** Enjoy, Experience, Engage Strategy. | **CLO5** | **9** |
| **Total Hours** | | **45** |

**Text Reading:**

1. Marketing5.0Technology for Humanity, Philip Kotler, Hermawan Kartjaya, and Iwan Setiawan John Wiley &Sons, Inc. Hoboken, New Jersey
2. Predictive Marketing: Easy Ways Every Marketer Can Use Customer Analytics and Big Data, Omer Artun, Dominique Levin
3. The Context Marketing Revolution: How to Motivate Buyers in the Age of Infinite Media, Mathew Sweeze –Harvard Business Review Press (24March 2020); Penguin Random house
4. The Six Disciplines of Agile Marketing: Proven Practices for More Effective Marketing and Better Business Results, Jim Ewel, Wiley; 1stedition (October 13,2020)

**References:**

- Marketing to Gen Z: The Rules for Reaching This Vast--and Very Different- Generation of Influencers, by Jeff Fromm, Angie Read, Amacon; Specialed. edition (6 March 2018)
- Digital Channels A Complete Guide, by Gerardus Blokdyk, 5 star cooks (13October2018)
- The Ten Principles Behind Great Customer Experiences (Financial Times Series), Matt Watkinson Paperback, Pearson Education (19June2020)

**Suggested Audio Visuals link**

- https://www.youtube.com/watch?v=JbzTDtlhpnU, Introduction to Marketing 5.0:Technology for Humanity with Iwan Setiawan.
- https://www.youtube.com/watch?v=jwUobgplGqk Marketing 5.0, Book Review.
- https://www.youtube.com/watch?v=tav4S1lKA_g, Agile Marketing, accessed on 7th June 2021
- https://www.youtube.com/watch?v=ZFTgGi06vbM,ARvsVR, What are virtual and Augmented Realities.
- https://www.youtube.com/watch?v=1obcLCB5WTU What is Contextual Marketing. Benefits of Contextual Marketing.
- https://marketingtrends.com/episodes/erik-newton/

**Suggested Journals**

- https://www.forbes.com/sites/blakemorgan/2019/12/17/5-predictions-for-customer-experiencein-2020/?sh=26ed6f962ec7.
- https://www.pwc.com/us/en/services/consulting/library/consumer-intelligence-series/futureof-customer-experience.html.
- https://www.thinkwithgoogle.com/intl/en-aunz/future-of-marketing/digital-transformation/5-keysteps-digital- transformation-success/
- https://futurumresearch.com/research-reports/experience-2030-global-report-customerexperience/
- https://www.cm.com/blog/how-finding-the-right-balance-between-technology-and-humans-willimprove-customer-experience/

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## COURSE CURRICULUM

| Name of the Program: | MBA (ABM) | Semester : III | Level: PG |
|---|---|---|---|
| Course Name | Advanced Social Media Analytics and Insights | Course Code/ Course Type | PMA221B/ELECTIVE |
| Course Pattern | 2024 | Version | 1.0 |

| Teaching Scheme | | | | | Assessment Scheme | | |
|---|---|---|---|---|---|---|---|
| Theory | Practical | Tutorial | Total Credits | Hours | CIA (Continuous Internal Assessment) | ESA (End Semester Assessment) | Practical/Oral |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | 0 |

**Pre-Requisite: Bachelor Degree**

| | |
|---|---|
| Course Objectives (CO): | The objectives of the course are:<br>1. Students will recall and list key social media metrics and KPIs.<br>2. Students will demonstrate understanding by explaining advanced social media analytics techniques and methodologies.<br>3. Students will apply social media analytics tools to analyse data and derive actionable insights.<br>4. Students will analyse social media data to evaluate the effectiveness of digital marketing campaigns.<br>5. Students will develop strategies for optimizing digital marketing efforts based on social media analytics insights. |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Students will recall and list key social media metrics and KPIs.<br>2. Students will demonstrate understanding by explaining advanced social media analytics techniques and methodologies.<br>3. Students will apply social media analytics tools to analyse data and derive actionable insights.<br>4. Students will analyse social media data to evaluate the effectiveness of digital marketing campaigns.<br>1. Students will develop strategies for optimizing digital marketing efforts based on social media analytics insights. |

### Course Contents/Syllabus:

| Descriptors/Topics | CLO | Hours |
|---|---|---|
| **UNIT I** | | |
| **Descriptors/Topics -**<br>**Introduction to Advanced Social Media Analytics**: Overview of Social Media Analytics. Importance of Social Media Metrics. Key Performance Indicators (KPIs) in Social Media. Social Media Listening and Monitoring Tools. Data Collection Methods. Data Privacy and Ethics in Social Media Analytics. Case Studies in Advanced Social Media Analytics | **CLO 1** | **9** |
| **UNIT II** | | |
| **Descriptors/Topics -**<br>**Advanced Social Media Metrics and KPIs** - Engagement Metrics (Likes, Comments, Shares). Reach and Impressions. Conversion Metrics (Click-Through Rate, | **CLO 2** | **9** |

| | | |
|---|---|---|
| Conversion Rate). Sentiment Analysis. Influencer Metrics. Competitive Analysis Metrics. Advanced Custom Metrics and KPIs | | |
| **UNIT III** | | |
| **Descriptors/Topics**<br>**Social Media Analytics Tools and Platforms -** Google Analytics and Social Media Integration. Facebook Insights and Analytics. Twitter Analytics. LinkedIn Analytics. Instagram Insights. Social Media Management Platforms (e.g., Hootsuite, Sprout Social). Data Visualization Tools for Social Media Analytics | **CLO3** | **9** |
| **UNIT IV** | | |
| **Descriptors/Topics**<br>**Data Analysis and Interpretation -** Data Cleaning and Preparation. Exploratory Data Analysis (EDA). Statistical Analysis Techniques. Text and Sentiment Analysis. Social Network Analysis. Predictive Analytics for Social Media. Advanced Data Visualization Techniques. | **CLO4** | **9** |
| **UNIT V** | | |
| **Descriptors/Topics**<br>**Application of Social Media Analytics in Digital Marketing -** Campaign Performance Analysis. Audience Segmentation and Targeting. Content Optimization Strategies. Social Media Advertising Optimization. Crisis Management and Reputation Monitoring. Social Media ROI Measurement. Future Trends in Advanced Social Media Analytics. | **CLO5** | **9** |
| **Total Hours** | | **45** |

## Learning resources

**Text Reading:**

- Marketing Metrics: The Manager's Guide to Measuring Marketing Performance Hardcover – Illustrated, 3 September 2015 by Paul Farris (Author), Neil Bendle (Author), Phillip Pfeifer (Author), Publisher: Pearson FT Press; 3rd edition (3 September 2015), Edition: 3rd
- Influencer Marketing for Brands: What YouTube and Instagram Can Teach You About the Future of Digital Advertising 1st ed. Edition, Kindle Edition by Aron Levin (Author) Format: Kindle Edition, Publisher : Apress; 1st ed. edition (30 November 2019), Edition:1st

**References:**

- Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity 1st Edition, Kindle Edition by Avinash Kaushik (Author) Format: Kindle Edition, Publisher : Sybex; (30 December 2009), Edition: 1

**Additional Reading:**

- Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media https://www.oreilly.com/library/view/social-media-analytics/9780133892956/

- Social Media Marketing For Dummies, 4th Edition https://www.oreilly.com/library/view/social-media-marketing/9781119617006/?_gl=1*1qlcgw6*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzNS4xNS4wLjA.

- Marketing Metrics: The Manager's Guide to Measuring Marketing Performance, Third Edition https://www.oreilly.com/library/view/marketing-metrics-the/9780134086040/?_gl=1*16pwdtj*_ga*NjkyNzI2ODM1LjE3MDg2MDkyOTE.*_ga_092EL089CH*MTcwODYwOTI5MC4xLjAuMTcwODYwOTMzMy4xNy4wLjA.

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# 4th Semester

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# COURSE CURRICULUM

| **Name of the Program:** | **MBA (ABM)** | | | **Semester : IV** | | **Level: PG** |
|---|---|---|---|---|---|---|
| **Course Name** | **Corporate Governance and Business Ethics** | | | **Course Code/ Course Type** | | PMA208/MAJM |
| **Course Pattern** | **2024** | | | **Version** | | 1.0 |
| **Teaching Scheme** | | | | **Assessment Scheme** | | |
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA** | **ESA** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | - |
| **Pre-Requisite: Bachelor Degree** | | | | | | | |

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|---|---|
| Course Objectives (CO): | The objectives of the course are:<br>1. To provide the knowledge about the basics and overview of business ethics and corporate governance.<br>2. To apply ethical concepts to business decision making.<br>3. To understand the statutory framework developed in India for achieving sound corporate governance practices.<br>4. To know the importance and significance of adopting corporate social responsibility orientation among the employees and management.<br>5. To Demonstrate how general concepts of governance apply in a given situation or given circumstances. |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Develop understanding of Business Ethics and corporate governance and their perspectives.<br>2. Comprehend and practice Indian Ethos and Value Systems for professional excellence and personal growth.<br>3. Analyze the behavior of individuals and groups in organizations in order to work effectively in teams.<br>4. Assimilate Ethical concepts and correlate it during various decision making situations<br>5. To know the significance of the Corporate Governance in the overall functionality of the organization. |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hours** |
|---|---|---|
| **UNIT I** | | |
| **Introduction of Business Ethics**<br>Business Ethics: Concepts: Introduction to Business ethics, Principles, Need, Importance, Nature, Scope, Objectives of Business Ethics, values and ethics, Factors influencing Business Ethics, Characteristics of ethical Organization, Theories: Normative, Egoism, Utilitarianism, Kantianism, Stakeholder theory, Social Contract theory. Role of Indian Ethos in Managerial Practices | **CLO 1** | **9** |
| **UNIT II** | | |
| **Models of Business Ethics**<br>Ethical Dilemmas and Decision Making: Ethical dilemmas, challenges, and resolutions, Walton's Model of business conduct, Kohlberg's Model of Cognitive moral | **CLO 2** | **9** |

| | | |
|---|---|---|
| development, corporate values and ethical decision making, Role of ethics in work-place: personnel policies and procedures for hiring, promotions. Discipline & dis-charge of remuneration and performance related pay and perks. | | |
| **UNIT III** | | |
| **Corporate Social Responsibility**<br>Concepts: definition, principles, CSR Legislation in India and the world, CSR as a strategic business tool for sustainable development, Section 135 of Companies Act 2013,The Drivers of CSR in India, current trends and opportunities in CSR, Case Studies of Major CSR Initiatives. | **CLO3** | **9** |
| **UNIT IV** | | |
| **Introduction of Corporate Governance**<br>Corporate Governance: An overview; the theory and practice of corporate govern-ance; Landmarks in the emergence of corporate governance. Agents and institu-tions in corporate governance: Rights and privileges of shareholders; Investor's problems and protection: Corporate governance and other stakeholders; Board of Directors A powerful instrument in Corporate governance; Role, duties and respon-sibilities of auditors, independent directors, Banks, Facilitators, Role players and Regulators. The role of media in ensuring corporate governance. | **CLO4** | **9** |
| **UNIT V** | | |
| **Global Perspectives on Corporate governance**<br>Corporate governance in developing and transition economies; corporate govern-ance-The Indian scenario; The Corporation in a Global society, Case in business ethics and CSR from India and Globe like Satyam Debacle, Kingfisher Airlines, Lehman Brothers, Volkswagen scandals, Johnson & amp; Johnson lawsuits, Nike Sweatshop, etc .Committees on Corporate Governance in India: Kumar Mangalam Birla Committee 1999; Uday Kotak Committee, 2017 ; Global Committee - Sir Adrian Cadbury Committee (UK), 1992; OECD Principles of Corporate Govern-ance, 1999; and Sarbanes- Oxley (SOX) Act, 2002 (USA). | **CLO5** | **9** |
| **Total Hours** | | **45** |

## Learning resources

### TEXTBOOKS

1. Business Ethics: Ethical Decision Making & Cases, O. C. Ferrell, John Fraedrich, Linda Ferrell, Cengage Learning
2. Business Ethics and Corporate Governance, A. C. Fernando, Pearson Education, India
3. Corporate Governance: Principles, Policies and Practices, Bob Tricker, Oxford University Press
4. Business Ethics: Concepts and Cases, Manuel G. Velasquez, Pearson Education

### REFERENCE BOOKS

1. Ethics and the Conduct of Business, John R. Boatright, Pearson Education
2. Business Ethics, Andrew Crane & Dirk Matten, Oxford University Press
3. Ethics in Management, S. A. Sherlekar, Himalaya Publishing House
4. Corporate Social Responsibility: Theory and Practice, Philip Kotler & Nancy Lee, Wiley India
5. Corporate Social Responsibility in India, Bidyut Chakrabarty, Oxford University Press
6. Handbook of CSR, Archie B. Carroll & Ann K. Buchholtz, Oxford University Press
7. Corporate Governance in India, Subhash Chandra Das, PHI Learning
8. Corporate Governance and Ethics, R. P. Banerjee, Oxford University Press
9. Corporate Governance, Monks & Minow, Wiley

**ONLINE REFERENCES**

1. Ministry of Corporate Affairs (MCA), Government of India – Companies Act 2013, Section 135 (CSR), https://www.mca.gov.in
2. SEBI (Securities and Exchange Board of India), – Corporate Governance Regulations, https://www.sebi.gov.in
3. National CSR Portal (India), https://www.csr.gov.in
4. OECD Principles of Corporate Governance, https://www.oecd.org/corporate
5. World Business Council for Sustainable Development (WBCSD), https://www.wbcsd.org
6. UN Global Compact, https://www.unglobalcompact.org
7. Harvard Business Review – Ethics & Governance, https://hbr.org

**Case Study Resources**

1. Ivey Publishing – CSR & Ethics cases. https://www.iveypublishing.ca
2. Harvard Business School Case Collection. https://www.hbs.edu/case

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## COURSE CURRICULUM

| **Name of the Program:** | **MBA (ABM)** | **Semester : IV** | **Level: PG** |
|---|---|---|---|
| **Course Name** | **Entrepreneurship Development** | **Course Code/ Course Type** | PMA210/MAJM |
| **Course Pattern** | **2024** | **Version** | 1.0 |

| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
|---|---|---|---|---|---|---|---|
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | 0 |

**Pre-Requisite: Bachelor Degree**

| | |
|---|---|
| Course Objectives (CO): | The objectives of Entrepreneurship Development course are:<br>1. The goals of this programme are to motivate the students and to help them inculcate an entrepreneurial mind-set<br>2. The students will learn what entrepreneurship is all about and how it has impacted the world and their country<br>3. They will be introduced to some of the major traits and the DNA of an entrepreneur, and be given an opportunity to internalize and assess their own strengths and identify gaps that need to be addressed to become a successful entrepreneur.<br>4. Analyze the macro business environment and customize their business applications.<br>5. Evaluate the business plans as developed by entrepreneurs with<br>1. an ability to connect the dots |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Develop awareness about entrepreneurship and successful entrepreneurs<br>2. Develop an entrepreneurial mind-set by learning key skills such as design, personal selling, and communication<br>3. Understand the DNA of an entrepreneur and assess their strengths and weaknesses from an entrepreneurial perspective<br>4. Analyze the macro environment needs and apply suitable strategies for their business<br>5. Evaluate the best ideas and turn thoughts to things through<br>1. focused implementation |

## Course Contents/Syllabus:

| **Descriptors/Topics** | **CLO** | **Hrs** |
|---|---|---|
| **UNIT I** | | |
| **Introduction to Entrepreneurship:** Meaning and concept of entrepreneurship, the history of entrepreneurship development, role of entrepreneurship in economic development, Myths about entrepreneurs, agencies in entrepreneurship management and future of entrepreneurship types of entrepreneurs. | **CLO 1** | **9** |
| **UNIT II** | | |
| **The Entrepreneur:** Why to become entrepreneur, the skills/ traits required to be an entrepreneur, Creative and Design Thinking, the entrepreneurial decision process, skill gap analysis, and role models, mentors and support system (institutional infrastructure), entrepreneurial success stories. | **CLO 2** | **9** |

| | | |
|---|---|---|
| **UNIT III** | | |
| **E-Cell:** Meaning and concept of E-cells, advantages to join E-cell, significance of E-cell, various activities conducted by E-cell | **CLO3** | **9** |
| **UNIT IV** | | |
| **Communication:** Importance of communication, barriers and gateways to communication, listening to people, the power of talk, personal selling, risk taking & resilience, negotiation | **CLO4** | **9** |
| **UNIT V** | | |
| **Introduction to various form of business organization** (sole proprietorship, partnership, corporations, Limited Liability company), emerging trends (technopreneurs, Agri Entrepreneurship, Green Agri Entrepreneurship, womenpreneurs, portfolio entrepreneurship, Digital Health Startups, and franchising), mission, vision and strategy formulation | **CLO5** | **9** |
| **Total Hours** | | **45** |

**Learning resources**

Textbooks:

1. Entrepreneurship Development, B. V. Srinivas Murthy, Dr. M. M. Munshi, Prakash Pinto, 1st edition, 2023
2. Introduction to Entrepreneurship Development, by Abhik Kumar Mukherjee, Shaunak Roy, Jan 2019 edition
3. Textbook of Entrepreneurship Development and Business Management (Hardcover, L. L. Somani), 2023 edition

Reference Books:

1. Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Arya Kumar, Pearson
2. Handbook on Entrepreneurship Development, BS Rathore and JS Saini, Aapga Publications Panchkula
3. Women Entrepreneurs: Opportunities, Performance, Problems, SK Dhameja, Deep and Deep Publications, Jaipur
4. The Age of Metapreneurship, CJ Cornell
5. Entrepreneurship: The Practice and Mindset, Heidi Neck

## COURSE CURRICULUM

| **Name of the Program:** | MBA (ABM) | | | | **Semester : IV** | | **Level: PG** |
|---|---|---|---|---|---|---|---|
| **Course Name** | **International Business Management** | | | | **Course Code/ Course Type** | | PMA209/MAJM |
| **Course Pattern** | 2024 | | | | **Version** | | 1.0 |
| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | - |
| **Pre-Requisite: Bachelor Degree** | | | | | | | |
| Course Objectives (CO): | The objectives of the course are:<br>1. To recall knowledge of marketing management in the international scenario<br>2. To recognize the nuances of international marketing environment<br>3. To apply marketing strategies for the dynamic international markets<br>4. To analyze global business environment to do international business<br>5. To evaluate ways to diversify business operations | | | | | | |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Identify the key characteristics of important country markets in different regions of the world and learn how to develop marketing plans for these diverse country markets<br>2. Explain and gather, categorize, analyze, interpret, and evaluate relevant information about markets in different countries around the world<br>3. Apply to customers, competitors, and product markets in different countries and especially applying this analysis to developing international and global marketing strategies<br>4. Analyze product/service/branding policies, pricing practices, and distribution approaches globally<br>5. Evaluate marketing strategies for direct reach capitalizing on logistics issues | | | | | | |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hrs** |
|---|---|---|
| **UNIT I** | | |
| The international marketing environment - Political and legal systems - Multilateral and Geographical Groupings, Culture and Business Customs, Economic and Financial dimensions | **CLO 1** | **9** |
| **UNIT II** | | |
| Understanding the global consumer market - Scope and challenges of international marketing - Assessing international market opportunities - Marketing Research. | **CLO 2** | **9** |
| **UNIT III** | | |

| | | |
|---|---|---|
| International marketing management, Planning and organization, Market entry strategies - Export, joint ventures and direct investments | **CLO3** | **9** |
| **UNIT IV** | | |
| Global product management - standardization vs. differentiation, Product planning and development, Marketing industrial products and services globally, Pricing for international markets | **CLO4** | **9** |
| **UNIT V** | | |
| Global logistics management, International distribution systems, Global advertising and promotional strategies, Sales management, Developing marketing strategies and programs for international markets | **CLO5** | **9** |
| **Total Hours** | | **45** |

## Learning resources

Textbooks:

1. Keiefer Lee & Steve Carter, Global Marketing Management, Oxford University, 2009 Edition
2. Micheal R.Czinkota And Iikka A. Ronkainen, Global Marketing, Cengage Learning, 2007 Edition
3. R. Srinivasan, International Marketing, Prentice-Hall India Pvt. Ltd, New Delhi, 2008 edition

Reference Books:

1. Daniels, Raderbaugh & Sulliva, Globalization And Business, Prentice-Hall India, Philip R.Cateora And John L. Graham , International Marketing, Irwin Mcgraw-Hill
2. Masaaki & Helsen, Global Marketing Management, John Willey & Sons Inc, 2004 Edition
3. Terpstra & Sarathy, International Marketing, Dec 2016 edition, Thomson.

Online Resources:

1. https://emeritus.org/blog/business-management-what-is-international-business-management/
2. https://timespro.com/blog/what-is-international-business-management
3. https://www.ue-germany.com/blog/what-are-the-benefits-of-studying-international-business-management

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# PROFESSIONAL ELECTIVE 4

## COURSE CURRICULUM

| **Name of the Program:** | **MBA** | | | **Semester: IV** | | **Level: PG** | |
|---|---|---|---|---|---|---|---|
| **Course Name** | **Retail Management** | | | **Course Code/ Course Type** | | PMA222A/ Elective | |
| **Course Pattern** | **2024** | | | **Version** | | 1.0 | |
| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA** | **ESA** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | |
| **Pre-Requisite:** Bachelor's Degree | | | | | | | |
| Course Objectives (CO): | **The objectives of Retail Management are**:<br>1. Develop an in-depth understanding of retail strategy, retail formats, and competitive positioning.<br>2. Examine consumer decision-making in retail environments using behavioral and analytics frameworks.<br>3. Apply tools of merchandise budgeting, assortment planning, category management, and strategic pricing.<br>4. Analyze operational efficiency in retail supply chains, store operations, and technology-enabled retailing.<br>5. Evaluate the transformation of retail through digital technologies, omnichannel integration, and global retail trends. | | | | | | |
| Course Learning Outcomes (CLO): | **Students would be able to:**<br>1. Design and evaluate retail business models and market entry strategies.<br>2. Analyze retail customer segments and buying behaviors using data-driven insights.<br>3. Apply advanced merchandising techniques.<br>4. Develop effective omnichannel and retail communication strategies.<br>5. Critically evaluate global retail trends, innovations, technologies, and their impact on competitive advantage. | | | | | | |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hours** |
|---|---|---|
| **Module I** | | |
| **Foundations & Strategic Perspectives in Retail:** Evolution of retailing, global retail landscape, Indian retail structure. Retail formats: specialty, department, supermarket, discount, luxury, pharma, D2C. Retail business models & value propositions. Retail strategy formulation: target market, format, competitive differentiation. Retail location strategy & market entry strategy. Store performance metrics: sales productivity, per-square-foot analysis, retail KPIs. Retail competition models | **CLO 1** | **09** |
| **Module II** | | |
| **Retail Consumer Behavior, Store Design & Visual Merchandising**- Retail consumer decision-making & store-choice behavior. Customer journey mapping, touchpoint analysis, and service blueprinting. Store design principles: layout, atmospherics, neuromarketing cues. Visual merchandising techniques. Category signage, digital displays, shelf-space design. In-store promotions, experiential retailing, scent marketing. Store operations management: manpower planning, shrinkage control, SOPs. | **CLO 2** | **09** |

| | | |
|---|---|---|
| **Module III** | | |
| **Merchandising, Category Management & Retail Pricing-Merchandise planning**: OTB (Open-to-Buy), forecasting, seasonality analysis. Inventory management: EOQ, safety stock, replenishment models. Category management: roles, tactics, planograms, space allocation analytics. Vendor management: strategic sourcing, negotiation, margin structures. Pricing strategies: EDLP, Hi-Lo, dynamic pricing. Gross margin management, GMROI, markdown optimization. Retail data analytics: basket analysis, RFM analysis, customer profitability. | **CLO 3** | **09** |
| **Module IV** | | |
| **Omnichannel Retailing, Technology & Digital Transformation in Retail:** Omnichannel vs. multichannel retailing. E-commerce and quick-commerce models. Technology in retail: RFID, IoT, POS/ERP systems, Automated checkout, Contactless payments. Robotics & warehouse automation. Retail analytics & AI: forecasting, personalization, recommendation systems. CRM, loyalty programs, CLV. Social commerce, live commerce, influencer-led retailing. Dark stores, hyperlocal fulfillment, last-mile logistics | **CLO 4** | **09** |
| **Module V** | | |
| **Global Retailing, Format Innovation & Future of Retail:** Global retail expansion strategies. International retail failures in India. Sustainable retailing & ESG. Retail formats of the future: Phygital stores, Pop-up stores, Smart stores, Metaverse retail. Retail franchising models & performance management. Luxury retailing & experiential formats. Regulatory framework, FDI in retail, ethical retailing. | **CLO 5** | **09** |
| **Total Hours** | | **45** |

**Learning resources**

**Textbooks:**

1. Retailing Management (10th Ed., 2023) – Levy & Weitz, McGraw Hill
2. Retail Management (7th Ed., 2024) – Swapna Pradhan, McGraw Hill
3. Retail Management: A Strategic Approach (13th Ed., India reprint 2021) – Berman & Evans

**Reference Books:**

1. Retail 5.0: Future of Retail – Claudia Bünte, Springer, 2023
2. Omnichannel Retail – Tim Mason & Miya Knights, Kogan Page, 2020
3. Retailing: Theory & Practice – Jain, McGraw Hill, 2022
4. Principles of Retailing (Reprint 2021) – Fernie & Grant, Routledge

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## COURSE CURRICULUM

| **Name of the Program:** | MBA (ABM) | | | | **Semester : IV** | | **Level: PG** |
|---|---|---|---|---|---|---|---|
| **Course Name** | Global Digital Marketing Trends and Strategy | | | | **Course Code/ Course Type** | | PMA222B/ Elective |
| **Course Pattern** | 2024 | | | | **Version** | | 1.0 |
| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | - |
| **Pre-Requisite: Bachelor Degree** | | | | | | | |
| Course Objectives (CO): | The objectives of the course are:<br>1. Understand the current global digital marketing landscape and its evolving trends.<br>2. Analyze global digital consumer behaviour and preferences.<br>3. Explore various global digital marketing strategies and their applications.<br>4. Develop skills in designing effective global digital marketing campaigns.<br>5. Evaluate the impact of cultural, economic, and technological factors on global digital marketing. | | | | | | |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Students will recall key global digital marketing trends and strategies.<br>2. Students will demonstrate an understanding of the theories, models, and frameworks of global digital marketing.<br>3. Students will apply global digital marketing trends and strategies to analyze real-world scenarios and propose effective solutions.<br>4. Students will analyze case studies and examples of global digital marketing campaigns to evaluate their effectiveness.<br>5. Students will develop global digital marketing strategies to address specific business objectives. | | | | | | |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hrs** |
|---|---|---|
| **UNIT I** | | |
| Introduction to Global Digital Marketing Trends. Overview of Global Digital Marketing Landscape. Emerging Trends in Global Digital Marketing. Globalization of Digital Consumer Behavior. Cultural Considerations in Global Digital Marketing | **CLO 1** | **9** |
| **UNIT II** | | |
| Global Digital Marketing Strategy Frameworks. SWOT Analysis for Global Markets Global Market Segmentation and Targeting. Positioning Strategies in Global Digital Marketing. Global Branding and Reputation Management | **CLO 2** | **9** |

| | | |
|---|---|---|
| **UNIT III** | | |
| Global Digital Marketing Channels. Global SEO and SEM Strategies. Social Media Marketing Across Cultures. Email Marketing in Global Context. Mobile Marketing Trends Worldwide. | **CLO3** | **9** |
| **UNIT IV** | | |
| Global Content Marketing and Engagement. Multilingual Content Creation. Localization and Translation Strategies. Global Influencer Marketing. Cross-cultural Storytelling in Digital Marketing. | **CLO4** | **9** |
| **UNIT V** | | |
| Case Studies and Applications. Successful Global Digital Marketing Campaigns. Globalization Challenges and Solutions. Ethical and Legal Considerations in Global Digital Marketing. Future Trends in Global Digital Marketing | **CLO5** | **9** |
| **Total Hours** | | **45** |

**Learning resources**

Text Reading:

1. Global Marketing and Advertising: Understanding Cultural Paradoxes 6th Edition, Kindle Edition by Marieke de Mooij (Author) Format: Kindle Editio, Publisher: SAGE Publications Ltd, Editions- 4th
2. International Marketing Hardcover – Import, 19 February 2019 by Philip R. Cateora (Author), John Graham (Author), Mary C. Gilly (Author), Publisher: McGraw-Hill College, Editions: 2nd

References:

1. Digital Marketing for Beginners : A Road Map to Successful Career in Digital Marketing Paperback – 28 April 2023, by V Venkata Krishna (Author), Publisher- Notion Press, Editions
2. Global Marketing: Contemporary Theory, Practice, and Cases Paperback – 30 November 2016 by Ilan Alon (Author), Eugene Jaffe (Author), Christiane Prange (Author), Donata Vianelli (Author), Publisher Routledge, Editions:2nd
3. Global Content Marketing: How to Create Great Content, Reach More Customers, and Build a Worldwide Marketing Strategy That Works (BUSINESS BOOKS) Paperback – Illustrated, 16 October 2014 by Pam Didner (Author), Publisher: McGraw-Hill Professional, Editions:1

Online Reference:

1. Digital Marketing Strategy, Simon Kingsnorth, Publishing: Kagan
2. http://elibrary.gci.edu.np/bitstream/123456789/3389/1/Bt.bm.522Digital%20Marketing%20Strategy%20An%20Integrated%20Approach%20to%20Online%20Marketing%20by%20Simon%20Kingsnorth.pdf

## COURSE CURRICULUM

| **Name of the Program:** | | MBA (ABM) | | | **Semester : IV** | | **Level: PG** |
|---|---|---|---|---|---|---|---|
| **Course Name** | | Agri Import & Export Management | | | **Course Code/ Course Type** | | **PMA212/MAJM** |
| **Course Pattern** | | 2024 | | | **Version** | | 1.0 |
| **Teaching Scheme** | | | | | **Assessment Scheme** | | |
| **Theory** | **Practical** | **Tutorial** | **Total Credits** | **Hours** | **CIA (Continuous Internal Assessment)** | **ESA (End Semester Assessment)** | **Practical/Oral** |
| 3 | 0 | 0 | 3 | 3 | 40 | 60 | 0 |
| **Pre-Requisite: Bachelor Degree** | | | | | | | |
| Course Objectives (CO): | | The objectives of the course are:<br>1. To understand basics of agriculture, import and export processes and regulations.<br>2. To understand the impact of technology on agricultural products.<br>3. To understand the role of state trading organizations.<br>4. To analyze the global trade dynamics and market trends influencing agricultural imports and exports.<br>5. To evaluate the role of quality standards, certifications, and trade agreements in international agricultural trade. | | | | | |
| Course Learning Outcomes (CLO): | | Students would be able to:<br>1. To understand the different forms of agriculture, analyze the production and marketable surplus of agricultural products in India and Its Significance<br>2. To understand the world agricultural trade, the impact of various factors on international agricultural trade, and the role of agricultural policy and technological<br>3. Identify the causes and requirements for agricultural product imports, analyze import substitution and regulation<br>4. To study potential foreign markets for agricultural exports, develop a marketing plan for exports, understand the export documents and procedures.<br>5. Understand institutional infrastructure for export promotion in India, understand the various export assistance programs | | | | | |

### Course Contents/Syllabus:

| **Descriptors/Topics** | **CLO** | **Hrs** |
|---|---|---|
| Module I | | |
| Introduction to agriculture, forms of agriculture, production, need for import and export, analysis of marketable surplus and marketed surplus, analysis of import and export statistics of agricultural products in India, macroeconomic forces. | **1** | **9** |

| | | |
|---|---|---|
| Module II | | |
| Overview of world agricultural trade, issues impacting international agricultural trade, agricultural policy, technology advancement on agricultural products.. | **2** | **9** |
| Module III | | |
| Import requirements-causes, identifying agri products for import, import substitution, regulation of imports, quality standards, scanning the countries for importing the required agri products, import planning, documents required. | **3** | **9** |
| Module IV | | |
| Identifying foreign markets for agri export, marketing plan for exports, export documents and procedure, terms of payment and export finance, legal dimensions. | **4** | **9** |
| Module V | | |
| Institutional infrastructure for export promotion in India, export assistance, State trading in imports and exports, working of the State trading organization's in India | **5** | **9** |
| Total | | **45** |

**Learning resources**

**Text Books:**

1. International Business: Competing in the Global Marketplace by Charles W.L. Hill and G. Tomas M. Hult
2. Export-Import Procedures and Documentation by Donna L. Bade
3. Indian Agri-Exports: Performance and Prospects by Arun Kumar Bansal and Panjab Singh

**Reference Books**:

1. Agricultural Export Policy of India by Amar Prakash Joshi
2. Agricultural Import Policy of India by Bhakti Sonawane
3. International Trade in Agricultural Products in India" by Dr. Ramesh Chandra
4. Export-Import Management in Agriculture" by Dr. Anil Kuma

**Online Resources:**

1. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=4506634
2. https://www.tandfonline.com/doi/full/10.1080/10095020.2022.2122875

## COURSE CURRICULUM

| **Name of the Program:** | MBA (ABM) | | | | **Semester:** IV | | **Level:** PG |
|---|---|---|---|---|---|---|---|
| **Course Name** | Agriculture Risk Management | | | | **Course Code/ Course Type** | | PMA226 / MAJM |
| **Course Pattern** | 2024 | | | | **Version** | | V 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-Requisit** : Basics of Management, Theories & Practices of Management | | | | | | | |

| | |
|---|---|
| Course Objectives (CO): | The objectives of the Agriculture Risk Management course are:<br>1. Define and classify the fundamental concepts, types, and sources of risk prevalent in the agricultural sector<br>2. Apply appropriate quantitative techniques, such as probability distributions and decision trees, for the assessment and measurement of farm-level risks.<br>3. Evaluate the four core strategies of risk management in the context of farm and agribusiness operations.<br>4. Analyze the application and mechanics of advanced risk transfer tools, specifically agricultural insurance products and commodity derivatives.<br>5. Critically assess the role of public policy, government intervention and institutional frameworks in building resilience and managing systemic agricultural risks. |
| Course Learning Outcomes (CLO): | Students would be able to:<br>1. Differentiate key agricultural and quantify exposure using tools like Mean-Variance Analysis.<br>2. Design and propose effective on-farm strategies, including diversification and Climate-Smart Agriculture, to reduce production risks.<br>3. Formulate price risk management plans for agribusinesses by effectively utilizing commodity futures, hedging, and contractual farming.<br>4. Appraise the mechanics, challenges, and suitability of various agricultural insurance products.<br>5. Recommend appropriate risk management policies and institutional reforms at the Micro, Meso, and Macro levels for enhanced resilience. |

**Course Contents/Syllabus:**

| **Descriptors/Topics** | **CLO** | **Hours** |
|---|---|---|
| **UNIT I: Understanding the Agricultural Risk Environment** | | |
| Risk Concepts and Classification. Types of Agricultural Risk. Risk Assessment and Measurement: probability distributions, Mean-Variance Analysis, and the use of Decision Trees in farm management. Economics of Uncertainty (risk aversion and the Expected Utility Theory). | **CLO 1** | **9** |
| **UNIT II: Operational and Production Risk Management Strategies** | | |
| Strategic Risk Management Framework: Overview of the four main strategies: Risk Mitigation, Risk Transfer, Risk Coping, and Risk Bearing. Production Risk Tools (On-Farm): Crop and Enterprise Diversification, Climate-Smart Agriculture (CSA), scien- | **CLO 2** | **9** |

| | | |
|---|---|---|
| tific tools for risk mitigation: Integrated Pest Management (IPM) & Crop Modeling. Improved Input Management. Operational Risk Management. Human Resource and Asset Risk. | | |
| **UNIT III: Market and Price Risk Management Tools** | | |
| Commodity Exchanges and Futures Trading: Concept, Structure & Function, Regulatory Framework governing commodity exchanges, Hedging as a Market Risk Tool: Hedging concept,Principles. Contractual Risk Management: Contract Farming, Forward Contracts. Warehouse Receipts System (WRS): Negotiable Warehouse Receipt. | **CLO 3** | **9** |
| **UNIT IV: Financial Risk Management and Insurance Solutions** | | |
| Agricultural Finance and Credit Risk. Insurance Solutions**:** The design, implementation, and challenges of agricultural insurance (Crop-Yield Insurance [Indemnity-Based], Weather-Index-Based Insurance [WIBI]), Public-Private Partnership (PPP) Model in agricultural insurance, National schemes (PMFBY). Microfinance and Financial Inclusion: The role of micro-credit, savings, and micro-insurance programs. | **CLO 4** | **9** |
| **UNIT V: Policy, Institutional Framework, and Disaster Management** | | |
| Agricultural Risk Management (ARM) Strategy: Micro (Farm Level), Meso (Community/Regional Level), Macro (National Level). Government Role and Public Policies: Price Support, Buffer Stocks. Disaster Management and Safety Nets: Ex-ante vs. Ex-post Disaster Management, Early Warning Systems (EWS). Institutional Risk and Governance**:** The role of property rights, tenancy laws, and contract enforceability in reducing institutional uncertainty for agribusiness. | **CLO 5** | **9** |
| Total Hours | | **45** |

## Learning resources

Textbooks:

1. Managing Risk in Agriculture: A Development Perspective (Mishra, Kumbhakar, Lien)
2. Agricultural Risk Management (Beverly Fleisher)
3. Climate Risk Management in Agriculture (Mohanty, Sinha, Rao, Swain, Singh)
4. Risk Management for Agriculture (Libbin & Catlett)

Reference Books:

1. Coping with Risk in Agriculture: Applied Decision Analysis (Hardaker, Lien, Anderson, Huirne)
2. Quantitative Risk Management in Agricultural Business (Springer, 2024)
3. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk by Steven Allen
4. Disaster Management in India: Policies, Institutions, Practices" by Rajendra K. Pandey

Online Resources/E-Learning Resources

1. https://parm.org
2. https://elearning.fao.org/
3. https://www.echocommunity.org/resources/6b7e459e-c284-4b26-b079-31c38e76ec0a
4. https://www.manage.gov.in/
5. https://www.agmrc.org/

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# COURSE CURRICULUM

| Name of the Program: | MBA (ABM) | Semester : 4 | Level: PG |
|---|---|---|---|
| Course Name | Research / Field Project | Course Code/ Course Type | PMA214 / PROJ |
| Course Pattern | 2024 | Version | 1.0 |

| Teaching Scheme | | | | | Assessment Scheme | | |
|---|---|---|---|---|---|---|---|
| Theory | Practical | Tutorial | Total Credits | Hours | CIA | ESA | Practical/ Oral |
| 0 | 4 | 0 | 4 | 8 | 50 | 100 | 0 |

**Pre-Requisite: Bachelor's Degree**

| | |
|---|---|
| Course Objectives (CO): | The objectives of Research/Field Project are:<br>1. Develop a comprehensive understanding of research methodologies.<br>2. Enable students to identify, analyse, and interpret secondary data for solving business problems.<br>3. Enhance critical thinking and problem-solving skills.<br>4. Prepare students for future professional roles by equipping them with research, analytical, and writing skills.<br>5. Strengthen the ability to communicate research findings effectively through structured reports and presentations. |
| Course Learning Outcomes (CLO): | 1. Students will be able to formulate research objectives based on secondary data.<br>2. Students will be able to review and synthesize existing research to identify gaps.<br>3. Students will be able to evaluate and interpret secondary data for meaningful insights.<br>4. Students will be able to develop a structured report and present research effectively.<br>5. Students will be able to follow ethical research practices and proper citation. |

**Course Overview:**

The MBA Research / Field Project (Sem IV) is designed to provide students an opportunity to engage in independent research, using secondary data, to explore contemporary business issues or solve organizational problems. Since students are already working, the project will focus on applying theoretical knowledge to real-world business situations and contribute to professional growth.

**Course Contents/ Syllabus:**

| Descriptors/Topics |
|---|
| **UNIT I** |
| **Module 1: Introduction to the Research Project**<br>Objective: Understanding the scope and process of the research project.<br>Key Tasks: Selecting a relevant topic using secondary data. Understanding secondary data sources (academic databases, market reports, government databases, etc.). Crafting a research proposal: clearly defining the problem, research objectives, methodology, and data sources. Deliverable: Research Proposal Submission. |
| **UNIT II** |
| **Literature Review and Conceptual Framework**<br>Objective: Building a foundation of existing research to identify knowledge gaps. |

| |
|---|
| Key Tasks: Conducting a thorough literature review using academic sources, reports, and other relevant secondary data. Identifying key theories, concepts, and research gaps. Developing a conceptual framework or hypotheses based on the literature. Deliverable: Literature Review Submission. |
| **UNIT III** |
| **Data Collection and Secondary Data Analysis:** Objective: Collecting and analyzing secondary data relevant to the research problem.<br>Key Tasks: Identifying secondary data sources such as industry reports, governmental statistics, company annual reports, etc. Evaluating the credibility and relevance of the data sources.<br>Performing basic statistical or content analysis on the data (e.g., descriptive statistics, regression analysis). Deliverable: Data Analysis Report. |
| **UNIT IV** |
| **Report Writing and Synthesis**<br>Objective: Writing the full research report and synthesizing the findings.<br>Key Tasks: Structuring the research report: Introduction, Literature Review, Methodology, Results, Discussion, Conclusion, and Recommendations. Integrating the findings from secondary data analysis into the discussion section. Making clear, actionable recommendations for practitioners based on the research findings. Deliverable: Draft Report Submission, Final Report. |
| **UNIT V** |
| **Presentation and Viva**<br>Objective: Presenting the research findings in a professional manner.<br>Key Tasks: Preparing a concise presentation summarizing the research problem, methodology, analysis, and key findings. Defending the project in front of a panel, answering questions on methodology, data analysis, and conclusions. Deliverable: Final Presentation and Viva |

### 3. Rules and Regulations for MBA Research Project

**General Guidelines:**

1. Eligibility: All students in Semester IV who have completed the required coursework are eligible to undertake the Research Project.
2. Research Topic:

- The topic must be relevant to the student's professional field and current business issues.
- The topic should be approved by the faculty supervisor before proceeding with the project.

3. Use of Secondary Data:

- As students are employed, primary data collection is not permissible. Only secondary data should be used for the project.
- Students must ensure that the secondary data is credible, relevant, and ethically sourced.

4. Proposal Submission:

- A detailed research proposal (covering objectives, methodology, and sources of secondary data) must be submitted within the first 2 weeks of the course.
- The proposal will be reviewed and approved by the course instructor or assigned supervisor.

5. Guidance and Supervision:

- Each student will be assigned a faculty supervisor. The student must meet with the supervisor at least twice during the semester for feedback and guidance.
- Supervisors will provide support with the research methodology, data analysis, and report writing.

6. Literature Review and Data Analysis:

- A comprehensive literature review must be completed by Week 4. It must showcase understanding of existing work in the chosen field.
- All data analysis should be rigorous and should use appropriate software tools (Excel, SPSS, etc.).

7. Submission Deadlines:
- Viva-Voce / Presentation: Last Week of End of Teaching

8. Formatting and Style:
- Reports should be submitted in APA or MLA citation format.
- The final report should not exceed 75 pages (excluding appendices, tables, and references).

9. Plagiarism:
- All students must ensure that their research is original and properly cited. Any form of plagiarism will result in immediate disqualification and disciplinary action.

**10. Evaluation Criteria:**
- Research Proposal (10%)
- Literature Review (10%)
- Data Collection & Analysis (20%)
- Final Report (30%)
- Presentation & Viva (30%)

**11. Viva and Presentation:**
- Each student must present their research findings to a panel of faculty members.
- The presentation should focus on the problem statement, methodology, key findings, and recommendations.
- A viva will follow the presentation where the student will defend their research methodology, data analysis, and conclusions.

**12. Academic Integrity:**
- Students must follow the highest standards of academic integrity. Any malpractice, such as falsification of data or misrepresentation of secondary sources, will lead to severe academic penalties.

**13. Extensions:**
- Extensions for submission deadlines will only be considered in the case of valid medical or personal emergencies, with prior approval from the course instructor and HOD.

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<u>Formatting Guidelines for Research Project Report (RFP)</u>

To ensure consistency and professionalism in the **Research Project Report (RFP)**, students must adhere to the following formatting guidelines:

*1. Document Format*
- **Page Size:** A4 (8.27 × 11.69 inches)
- **Margins:** 1 inch on all sides (Top, Bottom, Left, Right)
- **Line Spacing:** 1.5 throughout the document
- **Alignment:** Justified

*2. Font Specifications*
- **Font Type:** Times New Roman

- **Font Size:**
- **Main Body Text:** 12 pt
- **Headings (Level 1):** 16 pt, Bold
- **Subheadings (Level 2):** 14 pt, Bold
- **Sub-subheadings (Level 3):** 12 pt, Bold
- **Table and Figure Captions:** 10 pt, Italic
- **Footnotes & References:** 10 pt

*3. Paragraph Formatting*

- **Indentation:** First line of each paragraph indented by 0.5 inches
- **Spacing Before & After Paragraphs:** 6 pt

*4. Page Numbering*

- **Position:** Bottom center
- **Format:** Roman numerals (i, ii, iii) for preliminary pages (Abstract, Acknowledgment, Table of Contents); Arabic numerals (1, 2, 3) for the main content

*5. Table and Figure Formatting*

- **Labeling:** All tables and figures must be numbered (e.g., Table 1: Market Trends, Figure 2: Consumer Behavior Model)
- **Placement:** Centered within the text
- **Caption Style:** 10 pt, Italic, placed below figures and above tables

*6. Citation and Referencing*

- **Citation Style:** APA (latest edition) or MLA, as per instructor preference
- **Reference List:**
- **Spacing:** Single-spaced within entries, double-spaced between entries
- **Alignment:** Hanging indent (0.5 inches)

*7. Appendices*

- **Appendix Titles:** Bold, 14 pt

**Content:** 12 pt, Times New Roman, same formatting as the main body