

**DR. A.P.J. ABDUL KALAM TECHNICAL
UNIVERSITY
LUCKNOW**



Teaching and Evaluation Scheme

For

MBA

II YEAR

AGRIBUSINESS MANAGEMENT

(Effective from the Session: 2025-26)

As per AICTE Model Curriculum and NEP 2020 Framework

MBA (AGRI BUSINESS) II Year Teaching and Evaluation Scheme
W.E.F. Academic Session 2025-26
(in accordance with AICTE Model Curriculum & National Education Policy 2020)

Semester III

S.N	SUBJECT CODE	SUBJECTS	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	BMBAB 301	Strategic Management	3	0	0	20	10	0	30	70	0	100	3
2	BMBAB 302	International Trade and Sustainability	3	0	0	20	10	0	30	70	0	100	3
3	BMBAB 303	Agricultural Risk Management	3	0	0	20	10	0	30	70	0	100	3
4	BMBAB 304	Commodity Future Markets And Derivatives	3	0	0	20	10	0	30	70	0	100	3
5	BMBAB 305	Project Finance and Appraisal for Agribusiness	3	0	0	20	10	0	30	70	0	100	3
6	BMBAB 306	Sales & Retail Management in Agribusiness	3	0	0	20	10	0	30	70	0	100	3
7	BMBAB 307	Agricultural Input Marketing Management	3	0	0	20	10	0	30	70	0	100	3
8	BMBAB 308	Summer Internship Project Report & Viva Voce	0	4	0	0	30	0	30	0	70	100	4
TOTAL			21	4	0	140	100	0	240	560	0	800	25

L/T/P- Lecture/tutorial/practical

CT/TA/PS- Class Test/ Teachers' Assessment/Practical Sessional

TE/PE- Term End / Practical End

MBA (AGRI BUSINESS) II Year Teaching and Evaluation Scheme
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Semester IV

S.N.	SUBJECT CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	BVE 401	Universal Human Values and Professional Ethics	3	0	0	20	10	0	30	70	0	100	3
2	BMBAB 402	Food Processing Management	3	0	0	20	10	0	30	70	0	100	3
3	BMBAB 403	E-Business and Digital Marketing	2	0	2	20	10	0	30	70	0	100	3
4	BMBAB 404	Farm Business Management	3	0	0	20	10	0	30	70	0	100	3
5	BMBAB 405	Agribusiness Cooperative Management	3	0	0	20	10	0	30	70	0	100	3
6	BMBAB 406	Research Project Report and Viva Voce	0	6	0	0	100	0	100	0	200	300	10
TOTAL			14	6	2	100	150	0	250	350	200	800	25

L/T/P- Lecture/tutorial/practical,

CT/TA/PS- Class Test/ Teachers' Assessment /Practical Sessional

TE/PE- Term End / Practical End

SEMESTER III

STRATEGIC MANAGEMENT

BMBAB 301

Course Credit: 3

Total Hours: 40

Course Outcomes

CO Codes	Course Outcome Statement	Bloom's K-Level
CO1	Define and explain the fundamental concepts, models, and processes of strategic management	K2: Understanding
CO2	Analyze external and internal environments using various frameworks to assess organizational positioning.	K4: Analyzing
CO3	Apply situational analysis techniques to formulate competitive, corporate, and functional strategies in diverse business contexts.	K3: Applying;
CO4	Evaluate strategic options using analytical tools for informed strategy choice.	K5: Evaluating
CO5	Design and develop strategic implementation plans for effective strategy execution.	K6: Creating
CO6	Assess and control organizational performance to ensure strategic success and sustainability.	K5: Evaluating;

Unit 1 (5 Hours)

Introduction: meaning nature, scope, and importance of strategy; Model of strategic management, Strategic Decision-Making Process.

Corporate Governance: Composition of the board, Role and Responsibilities of the board of directors, Trends in corporate governance, Corporate Social Responsibility. Case Studies and Latest Updates.

Unit 2 (8 hours)

Environmental Scanning: *Understanding the Macro Environment:* PESTEL Analysis, Industrial Organization (IO) & the Structure Conduct Performance (SCP) approach, Porter's Five Forces Model, *Understanding the Micro Environment:* Resource Based View (RBV) Analysis, VRIO Framework, Using resources to gain Competitive advantage & its sustainability, Value Chain Analysis. Case Studies and Latest Updates.

Unit 3 (9 hours)

Strategy Formulation: Situational Analysis using SWOT approach

Business Strategies: **Competitive Strategy:** - Cost Leadership, Differentiation & Focus, **Cooperative Strategy:** - Collusion & Strategic Alliances **Corporate Strategies:** Directional **Strategy:** Growth strategies, Stability Strategies & Retrenchment Strategies. Corporate Parenting, **Functional Strategies:** Marketing, Financial, R&D, Operations, Purchasing, Logistics, HRM & IT. *The sourcing decision:* Outsourcing & offshoring. Case Studies and Latest Updates.

Unit 4 (9 hours)

Strategy Choice and Analysis: Scenario Analysis Process, Tools & Techniques of strategic Analysis: BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey's 7'S framework.

Strategy implementation: Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life cycle, *Organizational Structures*: Matrix, Network & Modular/Cellular; Reengineering and Strategy implementation, Leadership and corporate culture, Case Studies and Latest Updates.

Unit 5 (9 hours)

Strategy Evaluation & Control: Evaluation & Control process, *Measuring performance*: types of controls, activity-based costing, enterprise risk management, primary measures of corporate performance, balance scorecard approach to measure key Performance, responsibility centers, Benchmarking, Problems in measuring Performance & Guidelines for proper control. Strategic Audit of a Corporation. Case Studies and Latest Updates.

Suggested Readings

1. Wheelen, L. Thomas & Hunger, David J. (Year). *Concepts in Strategic Management and Business Policy*. Pearson Education.
2. Clegg, Stewart; Carter, Chris; Kornberger, Martin & Schweitzer, Jochen. (Year). *Strategy: Theory and Practice*. SAGE Publishing India.
3. Kazmi, Azhar. (Year). *Business Policy and Strategic Management*. McGraw-Hill Education.
4. David, Fred. (Year). *Strategic Management: Concepts and Cases*. PHI Learning.
5. Thomson, Arthur A. & Strickland, A. J. (Year). *Strategic Management: Concepts and Cases*. McGraw-Hill Education.
6. Jauch, L.F. & Glueck, W.F. (Year). *Business Policy and Strategic Management*. McGraw-Hill Education.

INTERNATIONAL TRADE AND SUSTAINABILITY

BMBAB 302

Course Credit 3

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's K Level
CO1	Explain the fundamentals of international trade and the structure and impact of WTO on agribusiness.	K2 – Understanding
CO2	Analyse WTO agreements and trade barriers relevant to sustainable agribusiness trade.	K4 – Analysing
CO3	Apply key economic trade theories to evaluate India's position in global agribusiness trade.	K3 – Applying
CO4	Examine India's foreign trade policy, its effects on balance of payments, and trade performance.	K4 – Analysing
CO5	Demonstrate knowledge of export-import procedures, market entry strategies, and sustainability in global trade.	K3 – Applying

Unit I: Basics of International Trade and WTO (4 Hours)

Introduction to international trade: concepts and importance; World Trade Organization (WTO): structure, functions, and role; Implications of WTO for Indian economy in general and agriculture in particular; Overview of global trade environment and challenges for agribusiness

Unit II: WTO Agreements and Trade Regulations (6 Hours)

Trade-Related Intellectual Property Rights (TRIPS); Trade-Related Investment Measures (TRIMS); Quotas, anti-dumping duties, quantitative and qualitative restrictions; Tariff and non-tariff measures, trade liberalization; Subsidies, green box and red box measures under WTO; Future negotiation issues at WTO; Clean Development Mechanism (CDM) and carbon trading relevance to agribusiness sustainability.

Unit III: Foreign Trade and Economic Theories (10 Hours)

Importance of foreign trade for developing economies; Concepts of absolute and comparative advantage; Overview of India's foreign trade with special focus on agriculture and agribusiness; Emerging trends and challenges in global agribusiness trade

Unit IV: India's Foreign Trade Policy and Economic Implications (10 Hours)

Composition and features of India's foreign trade policy; India's balance of payments and its impact on trade; Inter-regional vs. international trade; Tariffs, trade controls, and exchange rate mechanisms; Foreign trade multiplier and its significance in economic growth; Foreign demand and supply side analysis in agribusiness trade; Opportunity cost and implications for developing countries; Trade and factor price relationships; Market entry methods for global agribusiness markets.

Unit V: Export-Import Procedures and Market Entry (10 Hours)

Export-import documentation and procedures: commercial invoice, bill of lading, packing list, certificate of origin, phytosanitary certificate, export/import license, letter of credit, insurance certificate, customs declaration, inspection certificate, consular invoice; Role of government and trade facilitation bodies; Logistics and supply chain management including cold chain and transportation; Marketing strategies for sustainable global agribusiness markets.

Suggested Readings

1. Chadha GK. (2003). *WTO and Indian Economy*. Deep & Deep.
2. Mathur, B. B. (2021). *International Trade and Finance: Theory and Policy*. New Delhi: Taxmann Publications Pvt. Ltd.
3. Singh, S. (2020). *Agribusiness Management in India*. New Delhi: Sage Publications India Pvt. Ltd.
4. Economic Survey of India, Ministry of Finance, Govt. of India (various issues)
5. CCS HAU Hisar. (2003). *Refresher Course on Technological Interventions to Face WTO Challenges*. AAREM & HRD.
6. Indian Journal of Agricultural Economics, Vasisht AK & Singh Alka. (2003). *WTO and New International Trade Regime: Implications for Indian Agriculture*. Advance Publishers.

AGRICULTURAL RISK MANAGEMENT

BMBAB 303

Course Credit 3

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's K-Level
CO1	Understand and explain the fundamental concepts and types of agricultural risks.	K2 – Understand
CO2	Classify and analyse various sources of risk including price, yield, and climate.	K4 – Analyse
CO3	Evaluate the impact of climate change and socio-economic vulnerabilities in farming.	K5 – Evaluate
CO4	Apply appropriate risk mitigation and assessment strategies in agriculture.	K3 – Apply
CO5	Compare agricultural insurance schemes and policy mechanisms used in India.	K4 – Analyse

Unit 1: Introduction to Agricultural Risk(4 Hours)

Concept and meaning of agricultural risk; Classification of risks: Variate risks and non-covariate risks; Sources and nature of risks in agriculture

Unit 2: Types of Agricultural Risks(8 Hours)

Price risk: fluctuations in market prices of inputs and outputs; Yield risk: variability in crop and livestock production; Climate and weather risks: droughts, floods, storms, and weather aberrations; Asset risk: risks related to machinery, land, and infrastructure; Health risk: impact on farmers' health and labor capacity

Unit 3: Impact of Climate Change on Agriculture(8 Hours)

Effects of climate change and weather aberrations on crop yield; Socio-economic impacts on farming communities, with special focus on arid and semi-arid regions; Case studies highlighting regional vulnerabilities and adaptation challenges

Unit 4: Strategies for Agricultural Risk Management(10 Hours)

Risk identification and assessment techniques; Risk avoidance, reduction, and mitigation strategies; Role of diversification, improved agronomic practices, and technology adoption; Designing risk management products and programmes tailored for farmers

Unit 5: Agricultural Insurance and Policy Mechanisms(10 Hours)

Overview of agricultural insurance schemes and products; Compensation mechanisms and claim processes; Legislative and regulatory framework supporting agricultural risk management; Estimation of losses and its importance in policy design; Role of government and private sectors in risk management and insurance

Suggested Readings

1. Dandekar, V. M. (2005). *Agricultural Policy and Development in India: Emerging Issues*. New Delhi: Oxford University Press.
2. Sinha, S. K., & Kumar, M. (2017). *Climate Change and Agricultural Risk Management*. New Delhi: ICAR - National Institute of Agricultural Economics and Policy Research.
3. Deshpande, R. S., & Arora, S. (2010). *Agricultural Risk and Insurance in India: Problems and Prospects*. New Delhi: Concept Publishing Company.
4. Hardaker, J. B., Huirne, R. B. M., Anderson, J. R., & Lien, G. (2015). *Coping with Risk in Agriculture* (3rd ed.). Wallingford: CABI Publishing.
5. OECD. (2011). *Managing Risk in Agriculture: Policy Assessment and Design*. Paris: OECD Publishing.

COMMODITY FUTURE MARKETS AND DERIVATIVES

BMBAB 304

Course Credit 3

Contact Hours 40

Course Outcomes

CO Code	Course Outcome (CO) Statement	Bloom's K-Level
CO1	Explain the structure, functioning, and importance of commodity futures and derivative markets in agribusiness.	K2 – Understanding
CO2	Analyse the pricing mechanism, role of commodity exchanges, and evaluate the regulatory framework in India and globally.	K4 – Analysing
CO3	Apply trading strategies and techniques for hedging and speculation in commodity markets.	K3 – Applying
CO4	Interpret and evaluate commodity price movements using fundamental and technical analysis tools.	K5 – Evaluating
CO5	Assess the clearing, settlement process, taxation issues, and emerging trends in commodity derivative markets.	K5 – Evaluating

UNIT I: Introduction to Commodity and Derivative Markets(6 Hours)

Commodities and their classifications; Spot markets and agricultural mandis; Concept of derivatives; Types of derivatives – forwards, futures, options, swaps; Evolution of commodity futures markets; Significance of commodity derivatives in agriculture; Role in price discovery and risk management.

UNIT II: Market Structure and Pricing Mechanisms(10 Hours)

Need for commodity futures markets; Pricing of commodity futures; Basis and cost of carry; Evaluation of international commodity exchanges (CME, NYMEX, LME); Commodity futures in India – evolution and growth; Role of NCDEX and MCX; Regulatory framework – SEBI and policy reforms; Dynamics of a commodity exchange and trading platforms; Case studies.

UNIT III: Market Participants and Trading Strategies(8 Hours)

Types of market participants – hedgers, speculators, arbitrageurs; Trading strategies – hedging, spreading, speculation; Role of brokers and clearing members; Risk management strategies in commodity markets; Margin requirements and risk control measures; Case studies.

UNIT IV: Market Analysis and Decision Tools(8 Hours)

Fundamental analysis – supply-demand factors, crop reports, weather, government policies; Technical analysis – chart patterns, trend lines, moving averages, oscillators; Analyzing

commodity price chart patterns; Confirming tools – volume analysis, open interest, sentiment indicators; Case studies.

UNIT V: Operations, Clearing and Emerging Trends(8 Hours)

Trading techniques – straddles, strangles, spreads; Clearing and settlement process; Delivery mechanisms – physical and cash settlement; Taxation and accounting issues; Role of technology in commodity trading – electronic platforms, algo trading; Global trends in commodity derivatives; Case studies.

Suggested Readings

1. Hull, J. C. (2021). *Options, futures, and other derivatives* (10th ed.). Pearson Education.
2. NISM. (2022). *Commodity derivatives: Covering basics of commodity derivatives, indices, futures, and options along with clearing, settlement & risk management of commodity derivatives markets in India*. NISM (An Educational Initiative of SEBI).
3. Chatnani, N. N. (2019). *Commodity derivatives: Markets and applications*. Cengage Learning.
4. Saha, S. S. (2020). *Indian financial system: Financial markets, institutions and services* (2nd ed.). McGraw-Hill Education.
5. Kolb, R. W., & Overdahl, J. A. (2010). *Futures, options, and swaps* (5th ed.). Wiley-Blackwell.

PROJECT FINANCE AND APPRAISAL FOR AGRIBUSINESS

BMBAB 305

Course Credit 4

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's K-Level
CO1	Describe the role, stages, and sources of project finance in the context of agribusiness.	K2 – Understanding
CO2	Conduct feasibility analysis considering market, technical, financial, and environmental factors.	K4 – Analysing
CO3	Prepare cost estimates, financial plans, and funding structures for agribusiness projects.	K3 – Applying
CO4	Evaluate projects using financial appraisal techniques and risk assessment tools.	K5 – Evaluating
CO5	Monitor and assess project implementation through scheduling, performance indicators, and post-evaluation methods.	K6 – Creating

Unit 1: Introduction to Project Finance (9 Hours)

Overview of project finance in agribusiness; Importance and role of project finance in agricultural development; Types of agribusiness projects: production, processing, infrastructure; Project life cycle and stages; Sources of project finance: equity, debt, grants, subsidies; Role of financial institutions and government schemes in agribusiness project financing

Unit 2: Project Identification and Feasibility Analysis (9 Hours)

Project identification and screening; Market analysis for agribusiness projects; Technical feasibility: location, technology, capacity planning; Financial feasibility: cost estimates, revenue projections; Economic feasibility and social considerations; Environmental impact assessment; Case studies on project feasibility in various agribusiness sectors

Unit 3: Project Costing and Financial Planning (10 Hours)

Estimation of project costs: fixed and variable costs; Working capital requirements and management; Preparation of project financial statements: projected income statement, balance sheet, cash flow statement; Sources of funds and capital structure for projects; Financial planning and budgeting for agribusiness projects; Case examples of project cost structuring

Unit 4: Project Appraisal Techniques (10 Hours)

Concept and objectives of project appraisal; Financial appraisal techniques: Payback Period, Net Present Value (NPV), Internal Rate of Return (IRR), Benefit-Cost Ratio (BCR), Profitability Index; Sensitivity analysis and risk assessment in project appraisal; Break-even analysis and cash flow risk evaluation; Social cost-benefit analysis and project sustainability; Case studies illustrating project appraisal in agribusiness

Unit 5: Project Implementation, Monitoring, and Evaluation (10 Hours)

Project implementation process and challenges; Earned Value Analysis (EVA); Monitoring project progress and performance indicators; Post-implementation review and project evaluation; Role of audit and feedback mechanisms; Managing project risks and mitigation strategies; Examples of successful and failed agribusiness projects with lessons learned

Suggested Readings:

1. Prasanna Chandra, *Projects: Planning, Analysis, Financing, Implementation and Review*, McGraw Hill
2. James, C. & Mishra, A. *Agribusiness Management*, McGraw Hill
3. Van Horne, J.C., *Financial Management and Policy*, Pearson Education
4. Acharya, S.S. & Agarwal, N.L., *Agricultural Marketing in India*, Oxford & IBH
5. Selected case studies and articles from *Journal of Agribusiness* and *Agricultural Finance Review*

SALES AND RETAIL MANAGEMENT IN AGRIBUSINESS

BMBAB 306

Course Credit 3

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's Level (K-Level)
CO1	Explain the sales process and personal selling techniques relevant to agribusiness and rural contexts.	K2 – Understanding
CO2	Apply negotiation and persuasion strategies to manage agricultural market interactions.	K3 – Applying
CO3	Build and manage effective agribusiness sales organisations, including recruitment and performance monitoring.	K6 – Creating
CO4	Analyse retail structures, planning methods, and operational models suited to the agri-retail sector.	K4 – Analysing
CO5	Evaluate customer relationship management, brand positioning, and value chain strategies in agricultural retail.	K5 – Evaluating

Unit I: Introduction to Sales in Agribusiness (4 Hours)

Role of selling in agribusiness marketing; Personal selling for agricultural inputs and produce; Types of sales personnel in agribusiness sector (rural sales agents, cooperative sales force, dealers); Characteristics of successful agribusiness salespersons; Process of effective selling in rural and agricultural contexts

Unit II: Negotiation and Bargaining in Agricultural Markets (7 Hours)

Negotiation strategies suited for farmers, traders, and agribusiness firms; Conflict resolution in rural and commodity markets; Stages of negotiation in farm input supply and produce marketing; Listening and emotional control in agribusiness sales; Persuasion techniques, ethics, and building trust in rural markets; Bargaining and closing sales in agricultural transactions

Unit III: Building and Leading Agribusiness Sales Organizations (9 Hours)

Types of sales organizations in agribusiness (cooperatives, agri-input companies, commodity aggregators); Functions and responsibilities of agribusiness sales personnel; Recruitment, training, and development for rural sales teams; Motivation and compensation strategies tailored to rural sales challenges; Sales forecasting, budgeting, quota setting, and territory management for agribusiness; Sales performance monitoring and appraisal in agricultural markets

Unit IV: Retailing in Agribusiness Context (10 Hours)

Factors influencing retailing of agricultural inputs and processed products; Strategic retail planning for rural and semi-urban markets; Retail organization models relevant to agribusiness (input dealers, farmer service centers, rural retail chains); Modern retail formats in agri-food sector and their growth in India; Site selection and store location analysis in rural areas; Store design principles suited for agricultural products

Unit V: Retail Operations and Customer Management in Agribusiness (10 Hours)

Store layout, space planning, and visual merchandising for agri-inputs and products; Inventory control and loss prevention in rural retail outlets; Managing logistics, warehousing, and transportation in agricultural retailing; Responsibilities of store managers in agribusiness retail; Promotion, CRM, and brand management focused on farmer and rural customers; Agricultural Value Chain Analysis

Suggested Readings

1. Johnston, M. W., & Marshall, G. W. (2021). *Sales force management: Leadership, innovation, technology* (14th ed.). Routledge.
2. Berman, B., & Evans, J. R. (2018). *Retail management: A strategic approach* (13th ed.). Pearson Education.
3. Acharya, S. S., & Agarwal, N. L. (2011). *Agricultural marketing in India* (5th ed.). Oxford and IBH Publishing.
4. Sontakki, C. N. (2010). *Marketing management* (Revised ed.). Kalyani Publishers.
5. Singh, S. (2019). *Retail management in India: Text and cases*. Vikas Publishing House.

AGRICULTURAL INPUT MARKETING MANAGEMENT

BMBAB 307

Course Credit 3

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's Level (K-Level)
CO1	Explain the significance and functioning of agricultural input marketing systems and their key components.	K2 – Understanding
CO2	Analyse marketing channels and pricing strategies for seeds and fertilizers, including government policy impacts.	K4 – Analysing
CO3	Evaluate the role of cooperatives, public agencies, and private firms in the distribution of agricultural inputs.	K5 – Evaluating
CO4	Apply marketing principles to develop strategies for plant protection chemicals, fuels, and energy inputs.	K3 – Applying
CO5	Assess market potential, challenges, and distribution frameworks for agricultural machinery and equipment.	K5 – Evaluating

Unit I: Introduction to Agricultural Input Marketing (7 Hours)

Meaning and importance of agricultural input marketing; Management of distribution channels for agricultural inputs; Types of agricultural inputs: farm inputs (seeds, fertilizers, pesticides, machinery) and non-farm inputs; Role of cooperative, public, and private sectors in agricultural input marketing

Unit II: Seed Marketing (8 Hours)

Importance of seeds as a critical agricultural input; Types of seeds: hybrid, high-yielding varieties, quality seeds; Demand and supply dynamics of seeds; Seed marketing channels and pricing strategies; Export and import of seeds; Role of National Seed Corporation (NSC) and State Seed Corporations in seed marketing

Unit III: Chemical Fertilizer Marketing (9 Hours)

Production, supply, export, and import of chemical fertilizers; Demand, consumption trends, and pricing policies for fertilizers; Government subsidy schemes on fertilizers; Marketing systems and distribution channels for fertilizers; Challenges in fertilizer marketing and distribution; Role of cooperatives like IFFCO and KRIBCO in fertilizer marketing

Unit IV: Marketing of Plant Protection Chemicals and Energy Inputs (10 Hours)

Production, consumption, and marketing channels for plant protection chemicals (pesticides, herbicides, fungicides); Export-import status of plant protection chemicals; Marketing and distribution systems for electricity and diesel oil used in agriculture; Pricing policies and subsidy mechanisms for agricultural electricity and fuel

Unit V: Marketing of Farm Machinery and Equipment (6 Hours)

Production, demand, and supply of farm machinery and implements; Marketing and distribution channels for agricultural machinery; Role of Agro-Industries Corporations in marketing farm machines, implements, and equipment

Suggested Readings

1. Acharya SS & Agarwal NL. (2004). *Agricultural Marketing in India*. 4th Ed. Oxford & IBH.
2. Broadway AC & Broadway Arif A. (2003). *A Text Book of Agri-Business Management*. Kalyani.
3. Singh AK & Pandey S. (2005). *Rural Marketing*. New Age Publishers.
4. Singh Sukhpal. (2004). *Rural Marketing - Focus on Agricultural Inputs*. Vikas Publishing House.
5. Reddy, S., Ram, P. R., Sastry, T. V. N., & Devi, I. B. (2014). *Agricultural economics* (2nd ed.). New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
6. Singh, S. (2016). *Agricultural marketing and price analysis*. New Delhi: Kalyani Publishers.

SUMMER TRAINING PROJECT REPORT (STPR)

BMBAB 308

Objectives

The internship aims to provide the student with:

1. A practice-oriented and *hands-on* working experience in the real world or industry.
2. To enhance the student's learning experience.
3. An opportunity to develop a right work attitude, self-confidence, and interpersonal skills.
4. Ability to work as a team in a real organizational setting.
5. An opportunity to further develop and enhance operational, customer service, and other **life-long knowledge and skills** in a real-world work environment.
6. Pre-employment training opportunities and an opportunity for the organization to assess the performance of the student and possibly offer employment after graduation, if deemed fit.

Outcomes

- **CO-1:** Understand the application of knowledge and skill sets acquired from the course and workplace in the assigned job function(s).
- **CO-2:** Apply real-life challenges in the workplace by analyzing work environment and conditions, and selecting appropriate skill sets acquired from the course.
- **CO-3:** Create critical thinking and problem-solving skills by analyzing underlying issue(s).
- **CO-4:** Develop the ability to harness resources by analyzing challenges and considering opportunities.
- **CO-5:** Understand appreciation and respect for diverse groups of professionals by engaging harmoniously with different company stakeholders.

Guidelines for Summer Internship Project Report

1. At the end of the second-semester examination, it is mandatory for every MBA student to undergo on-the-job practical training in any manufacturing, service, or trading organization. The training will be of **6 to 8 weeks duration**. The college/institute will facilitate this compulsory training for students.
2. During the training, the student is expected to:
 - Learn about the organization.
 - Analyze and suggest solutions to a live problem.
 - Equip themselves with knowledge of the actual functioning of an organization and the problems faced by them for exploring feasible solutions.
3. During the course of training, the organization (where the student is undergoing training) will assign a problem/project to the student.
4. After completion of the training, the student will submit a report to the College/Institute, which will form part of the third-semester examination.
 - The report must be submitted by September 30.

5. The report prepared by the student will be known as Summer Training Project Report. The report should reflect an in-depth study of a micro problem, ordinarily assigned by the organization where the student undergoes training.
 - Relevant tables and bibliography should support it.
 - One comprehensive chapter must include details about the organization where the student underwent training:
History of the organization, structure, performance, products/services, and problems faced.
 - The average size of the report will be minimum 100 pages, in standard font size (12), double spacing, typed on A-4 size paper.
 - Two neatly typed (one-sided only) and soft-bound copies of the report will be submitted.
6. The report will have two certificates:
 - One from the Faculty Guide.
 - Another from the Reporting Officer of the organization where the student underwent training.
 - These certificates should be attached at the beginning of the report.
7. The Summer Training Project Report will carry **100 marks**, out of which:
 - **70 marks** will be evaluated by two examiners (one external and one internal) appointed by the University.
 - Evaluation components:
 - **Project Report Evaluation**
 - **Project Presentation and Viva-Voce**
 - The **average marks** awarded by the two examiners will be considered for results.
8. The **Project Report evaluation** will comprise **30 sessional marks**, evaluated by the internal project guide.
9. Only such persons will be appointed as external examiners who have **minimum 3 years of experience** teaching MBA classes in a college/university. Guest faculty experience will not be counted.
10. It is **mandatory** for the student to make a **presentation** in the presence of teachers and students, and answer queries raised during the session.
11. **Evaluation Criteria for External Evaluation:**

Criteria	Marks
Understanding of Objectives with Topic	20
Understanding of Relevance of Topic	20
Interpretation & Analysis	10
Presentation	10
Query Handling	10

SEMESTER IV

UNIVERSAL HUMAN VALUES AND PROFESSIONAL ETHICS

BVE 401

Course Credit: 3

Total Hours: 40

Course Objectives

- 1) Distinguish between values and skills, and explain the need, basic guidelines, content, and process of value education
- 2) Reflect on personal goals and initiate a process of self-inquiry to determine what they 'really want to be' to become in life and profession
- 3) Comprehend and articulate the meaning of happiness and prosperity in the context of human well-being
- 4) Analyze the concept of harmony at all the levels of human living, and live accordingly.
- 5) Apply the understanding of harmony in their profession and lead an ethical life

Course Outcomes

1. Understand the significance of value inputs in a classroom, distinguish between values and skills, understand the need, basic guidelines, content and process of value education, explore the meaning of happiness and prosperity and do a correct appraisal of the current scenario in the society
2. Distinguish between the Self and the Body, understand the meaning of Harmony in the Self the Co-existence of Self and Body.
3. Understand the value of harmonious relationship based on trust, respect and other naturally acceptable feelings in human-human relationships and explore their role in ensuring a harmonious society
4. Understand the harmony in nature and existence, and work out their mutually fulfilling participation in the nature.
5. Distinguish between ethical and unethical practices, and start working out the strategy to actualize a harmonious environment wherever they work.

Course Description

Every human being has two sets of questions to answer for his life: a) what to do? and, b) how to do?. The first set pertains to the value domain, and the other to the skill domain. Both are complimentary, but value domain has a higher priority. Today, education has become more and more skill biased, and hence, the basic aspiration of a human being, that is to live with happiness and prosperity, gets defeated, in spite of abundant technological progress. This course is aimed at giving inputs that will help to ensure the right understanding and right feelings in the students in their life and profession, enabling them to lead an ethical life. In this course, the students learn the process of self-exploration, the difference between the Self and the Body, the naturally acceptable feelings in relationships in a family, the comprehensive human goal in the society, the mutual fulfillment in the nature and the co-existence in existence. As a natural outcome of such inputs, they are able to evaluate an ethical life and profession ahead.

UNIT-1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education (6 Hours)

Understanding the need, basic guidelines, content and process for Value Education, Self-Exploration–what is it? - its content and process; ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self-exploration, Continuous Happiness and Prosperity- A look at basic Human Aspirations, Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario, Method to fulfill the above human aspirations: understanding and living in harmony at various levels.

UNIT-2: Understanding Harmony in the Human Being - Harmony in Myself (7 Hours)

Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’, Understanding the needs of Self (‘I’) and ‘Body’ - Sukh and Suvidha, Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer), Understanding the characteristics and activities of ‘I’ and harmony in ‘I’, Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNIT-3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship (8 Hours)

Understanding harmony in the Family- the basic unit of human interaction , Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) as the foundational values of relationship, Understanding the meaning of Vishwas; Difference between intention and competence, Understanding the meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, Understanding the harmony in the society (society being an extension of family): Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals, Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (Sarvabhaum Vyawastha)- from family to world family!.

UNIT-4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence (8 Hours)

Understanding the harmony in the Nature, Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature, Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence.

UNIT-5: Implications of the above Holistic Understanding of Harmony on Professional Ethics (7 Hours)

Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, Competence in Professional Ethics: a) Ability to utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models, Case studies of typical holistic technologies, management models and production systems, Strategy for transition from the present state to Universal Human Order: a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers, b) At the level of society: as mutually enriching institutions and organizations

Suggested Readings

1. R R Gaur, R Sangal, G P Bagaria, 2009, A Foundation Course in Human Values and Professional Ethics.
2. Ivan Illich, 1974, Energy & Equity, The Trinity Press, Worcester, and Harper Collins, USA
3. E.F. Schumacher, 1973, Small is Beautiful: a study of economics as if people mattered, Blond & Briggs, Britain.
4. Sussan George, 1976, How the Other Half Dies, Penguin Press. Reprinted 1986, 1991
5. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, Limits to Growth – Club of Rome’s report, Universe Books.
6. A Nagraj, 1998, Jeevan Vidya Ek Parichay, Divya Path Sansthan, Amarkantak.
7. P L Dhar, RR Gaur, 1990, Science and Humanism, Commonwealth Publishers.
8. A N Tripathy, 2003, Human Values, New Age International Publishers.
9. Subhas Palekar, 2000, How to practice Natural Farming, Pracheen (Vaidik) KrishiTantraShodh, Amravati.
10. E G Seebauer & Robert L. Berry, 2000, Fundamentals of Ethics for Scientists & Engineers, Oxford University Press
11. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
12. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books
13. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008

FOOD PROCESSING MANAGEMENT

BMBAB 402

Course Credit 3

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's K-Level
CO1	Describe the current status, structure, and challenges of the food processing industry in India.	K2 – Understanding
CO2	Apply key principles and preservation techniques in designing food processing solutions.	K3 – Applying
CO3	Analyse cost factors, risk components, and quality systems in food processing operations.	K4 – Analysing
CO4	Develop project plans for food processing ventures considering technical, regulatory, and market aspects.	K6 – Creating
CO5	Evaluate operational issues and solutions through case studies of various food processing sectors.	K5 – Evaluating

Unit I: Overview of Food Industry in India (6 Hours)

Present status and scope of the food industry in India; Organizational structure and functioning of food industry enterprises; Key operations and workflow in food processing units; Factors causing deterioration and hazards during processing, storage, handling, and distribution of food products. Study and analysis of the food processing industry report.

Unit II: Principles and Techniques of Food Processing (9 Hours)

Basic principles of food preservation and processing; Manipulation of processing parameters such as temperature, pH and moisture; Application of various preservation methods: thermal processing, refrigeration, freezing, drying; Use of energy sources, radiation, chemical preservatives, and biotechnological agents in food preservation; Packaging technologies and their importance in maintaining food quality and shelf life

Unit III: Cost, Risk, and Quality Management in Food Industry (9 Hours)

Analysis and control of costs in food processing organizations; Risk management strategies to minimize operational and quality risks; Overview of laws and regulations governing food production and marketing (FSSAI, PFA, ISO, HACCP); Quality management systems and standards applicable to the food industry.

Unit V: Project Formulation in Food Processing(6 Hours)

Food processing project identification and selection; feasibility analysis for food processing ventures; plant layout design and equipment selection; regulatory and quality compliance (Food Safety and Standards Authority of India - FSSAI, Hazard Analysis and Critical Control Points - HACCP); value chain development and market linkage in food processing.

Unit IV: Case Studies in Food Processing (10 Hours)

Analysis for various food processing sectors including: Milk and dairy products, Cereal milling, Oilseed and pulse milling, Sugarcane milling, Honey production, Baking and confectionery, Oil and fat processing, Fruits and vegetable storage, handling, and processing, Egg, poultry, fish, and meat handling and processing; Practical challenges and management strategies in these sectors

Suggested Readings

1. Acharya, S. S., & Aggarwal, N. L. (2004). *Agricultural Marketing in India*. Oxford & IBH Publishing.
2. Early, R. (1995). *Guide to Quality Management Systems for Food Industries*. Blackie Academic & Professional.
3. Jelen, P. (1985). *Introduction to Food Processing*. Reston Publishing Company.
4. Potly, V. H., & Mulky, M. J. (1993). *Food Processing*. Oxford & IBH Publishing.
5. Mahapatra, S. (2025). *Food Processing Management*. Notion Press Media Pvt. Ltd. (7 May 2025).

E-BUSINESS AND DIGITAL MARKETING

BMBAB 403

Course Credit 4

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's K-Level
CO1	Explain the fundamentals of digital business models, consumer behaviour, and Industry 4.0/5.0 technologies.	K2 – Understanding
CO2	Analyse the components of digital infrastructure and evaluate the legal, ethical, and security aspects of e-business.	K4 – Analysing
CO3	Apply digital marketing tools and automation techniques for campaign management and lead generation.	K3 – Applying
CO4	Develop strategic digital business models and evaluate their effectiveness in competitive environments.	K6 – Creating
CO5	Assess the integration of emerging technologies in e-procurement, e-logistics, and digital supply chain management.	K5 – Evaluating

Unit I: Introduction to Digital Business and Industry 4.0 (5 Hours)

Overview of digital business and e-commerce fundamentals; E-Business models: B2B, B2C, C2C, B2G; Marketplace analysis and consumer behavior in digital markets; Drivers of digital business growth and emerging trends; Industry 4.0 and 5.0 concepts, technologies (IoT, AI, Big Data), and business impact; Latest updates and emerging trends in e-business.

Unit II: Digital Business Infrastructure and E-Business Environment (10 Hours)

Components of digital business infrastructure: Cloud computing (SaaS, PaaS, IaaS), Web services, APIs, Virtualization, SOA; Electronic Data Interchange (EDI) basics; Selecting and managing hosting/cloud providers, security challenges; Social, ethical, and legal factors influencing e-commerce adoption; Privacy, trust, intellectual property, and e-commerce laws; Electronic contracts, digital signatures, and payment mechanisms.

Unit III: Digital Marketing Fundamentals and Automation (8 Hours)

Digital marketing channels: SEO, SEM, Social Media, Email, Content, PPC, Affiliate marketing; Social media platforms strategy and content creation; Digital branding, reputation management, and customer engagement; Campaign management, lead generation, CRM automation; Digital marketing analytics and performance measurement; Emerging trends: influencer marketing, video marketing, AI in marketing;

Unit IV: Digital Business Strategy and Competitive Analysis (10 Hours)

Digital business strategy formulation and implementation; Digital channel strategy, omnichannel and mobile-first approaches; Competitive environment analysis: threats, co-opetition, competitor mapping; Business, revenue, and service model innovation in digital markets; Marketplace restructuring and supply chain digital capabilities; Resource-advantage and digital ecosystem strategy

Unit V: E-Procurement, E-Logistics, and Emerging Technologies (7 Hours)

Digital procurement processes and participants; Drivers, benefits, and challenges of e-procurement adoption; Push and Pull supply chain models in digital environments; E-logistics technologies: ASN, GPS, GIS, Barcoding, RFID, IoT-enabled tracking; Blockchain role in supply chain transparency and security; Integration of digital technologies in procurement, logistics, and supply chain management

Practical

Working on SEOs, Content Writing, Use of Marketing automation tools and platforms, Google Analysis of digital marketing strategies of various companies.
Working on various analytics tools

Suggested Readings

1. Bhaskar, B. (2018). *Electronic commerce: Framework, technologies and applications* (4th ed.). McGraw-Hill Education India.
2. Saini, A., & Saini, R. (2021). *E-commerce and digital marketing*. Kalyani Publishers.
3. Joseph, P. T. (2019). *E-commerce: An Indian perspective* (5th ed.). PHI Learning Pvt. Ltd
4. Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing* (7th ed.). Pearson Education.
5. Laudon, K. C., & Traver, C. G. (2023). *E-commerce 2023: Business, technology, and society* (17th ed.). Pearson Education.
6. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0: Technology for humanity*. Wiley.

FARM BUSINESS MANAGEMENT

BMBAB 404

Course Credit 3

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's Level
CO1	Describe the nature, scope, and decision areas in farm business management.	K2- Understand
CO2	Apply economic principles such as equi-marginal returns and opportunity cost in solving farm-level problems.	K3- Apply
CO3	Develop and interpret farm plans, budgets, and net worth statements for business decision-making.	K5-Evaluate
CO4	Evaluate and improve the use of land, labour, and capital resources in farm operations.	K5-Evaluate
CO5	Formulate strategies to manage risks and uncertainties in farm enterprises using practical tools.	K6-Create

UNIT I: Introduction to Farm Business Management (5 hours)

Nature, scope, and characteristics of farm business management; Role and functions of farm business management in agribusiness; Types of farm management decisions and their significance; Identification and analysis of farm management problems

UNIT II: Principles of Farm Management Decisions (10 hours)

Principle of variable proportion in resource allocation; Cost principles in farm decision making; Principle of factor substitution; Law of equi-marginal returns and its applications; Opportunity cost principle and its relevance; Other relevant decision-making principles in farm management

UNIT III: Tools of Farm Management and Business Analysis (9 hours)

Farm planning: concepts and process; Farm budgeting: types (partial, complete), steps, and sample budgets; Farm records and accounts: types, significance, common problems; Preparation and interpretation of net worth statements; Farm efficiency measures: productivity and profitability analysis

UNIT IV: Management of Farm Resources (8 hours)

Land resource management: land use efficiency, optimal allocation; Management of agricultural labor: deployment, wages, and productivity; Farm machinery management: selection, investment, and operations; Farm buildings and infrastructure: planning and maintenance

UNIT V: Risk and Uncertainty in Farming (8 hours)

Sources and types of risk and uncertainty in farm business; Risk management strategies: diversification, insurance, hedging, etc.; Decision-making under risk and uncertainty: approaches and models; Practical cases illustrating risk, uncertainty, and risk mitigation in farm business management

Suggested Readings

1. Heady, E.O. & Jensen, H. (1960). Farm Management Economics. Prentice Hall.
2. Johl, S.S. & Kapoor, T.R. (1973). Fundamentals of Farm Business Management. Kalyani Publishers.
3. Kahlon, A.S. & Singh, K. (1992). Economics of Farm Management in India. Allied Publishers.
4. Panda, S.C. (2007). Farm Management & Agricultural Marketing. Kalyani Publishers.
5. Sankhayan, P. L. (1988). *Introduction to the economics of agricultural production*. New Delhi: Prentice-Hall of India.
6. Subba Reddy, S., Raghu Ram, P., Sastry, T. V. N., & Bhavani Devi, I. (2022). *Agricultural economics*. New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.
7. Acharya, S. S., & Agarwal, N. L. (2012). *Agricultural marketing in India* (5th ed.). New Delhi: Oxford & IBH Publishing Co. Pvt. Ltd.

AGRIBUSINESS COOPERATIVE MANAGEMENT

BMBAB 405

Course Credit 3

Total Hours 40

Course Outcomes

CO Code	Course Outcome Statement	Bloom's K-Level
CO1	Outline the global scenario and ecological factors influencing cooperative administration.	Remember (K1)
CO2	Understand and explain the organisational structure, processes, and governance of agribusiness cooperatives.	Understand (K2)
CO3	Apply and analyse the role of government policy and cooperative laws in shaping cooperative growth and strategy.	Analyse (K4)
CO4	Evaluate the effectiveness of HR practices and board functions in cooperative institutions.	Evaluate (K5)
CO5	Assess financial mechanisms and sustainability issues in various types of agribusiness cooperatives.	Evaluate (K5)

Unit I: Cooperative Administration — A Global Perspective (8 Hours)

Overview of cooperative administration worldwide; Ecology of cooperative administration: environment and factors influencing cooperatives; Role of the cooperative sector in economic development and rural empowerment

Unit II: Cooperative Management — Nature and Functions (8 Hours)

Nature, functions, and objectives of cooperative organizations; Key activities: procurement, storage, processing, and marketing in cooperatives; Process of cooperative formation and development stages; Importance of leadership and governance in cooperative management

Unit III: Government Role and Cooperative Policy (10 Hours)

Role of the state in promoting and regulating cooperatives; Effects of cooperative laws on management and operations; Long-range planning and strategies for cooperative expansion; Policy formulation and implementation for cooperative development

Unit IV: Human Resource and Board Management in Cooperatives (7 Hours)

Human resource management practices in cooperative organizations; Recruitment, placement, and development of cooperative staff; Roles, responsibilities, and functioning of the board of directors; Decision-making and accountability in cooperative governance

Unit V: Agribusiness Cooperatives — Types and Financing (7 Hours)

Overview of different types of agribusiness cooperatives: credit cooperatives, marketing cooperatives, dairy cooperatives; Financing mechanisms and sources for agribusiness cooperatives; Challenges and opportunities in cooperative financing and sustainability

Suggested Readings

1. Akmat JS. (1978). *New Dimensions of Cooperative Management*. Himalaya Publishing House
2. Ansari AA. (1990). *Cooperative Management Patterns*. Anmol Publications
3. Sah AK. (1984). *Professional Management for the Cooperatives*. Vikas Publishing House
4. K. Ravichandran & Nakkiran, S. *Co-operative Management: Principles and Techniques*” Himalaya Publishing House, Mumbai
5. David H. Barton & Norbert Goldsmith *"Cooperative Organization and Management"* Danville, IL: Interstate Publishers
6. Richard T. Rogers & Michael L. Cook *"The Industrialization of Agriculture: Vertical Coordination in the U.S. Food System"* Ashgate Publishing

RESEARCH PROJECT REPORT (RPR)

BMBAB 406

In the **fourth semester**, students must submit a **Research Project Report** on a topic from their specialization area, assigned by the MBA department under the supervision of a core faculty member.

Evaluation

- The Research Project Report will carry **300 marks**, distributed as:
 - **Project Report Evaluation** – 100 marks (evaluated by internal guide).
 - **Presentation and Viva Voce** – 200 marks (evaluated by an external examiner appointed by University and one internal examiner appointed by the institute).
- The average of marks by the two examiners will be considered.
- If there is a **difference of 30 marks or more** between the two, the report will be referred to a third examiner. In such cases, the **average of the two closer awards** will be considered.

Structure of the Report

- **Objectives and scope of the study.**
- **Research methodology.**
- **Use and importance of the study.**
- **Analysis of collected data.**
- **Conclusions and recommendations.**
- Relevant charts, diagrams, and bibliography.
- Certificate from the **Supervisor** and the **Head of MBA Program** certifying authenticity.
- Two copies must be submitted to the Head of MBA Program.
- Minimum **75 pages**, typed on A-4 size paper.

Evaluation Criteria

1. Understanding & relevance of the topic.
2. Relevance & analysis of data.
3. Ability to present.
4. Ability to handle queries.