



Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore
Shri Vaishnav School of Management

Choice Based Credit System (CBCS) in Light of NEP-2020
MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

MBAI301C ADVANCED HUMAN VALUES AND PROFESSIONAL ETHICS

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI301C	AECC	Advanced Human Values and Professional Ethics	60	20	20	-	-	3	-	-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; AECC- Ability Enhancement Compulsory Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objective

The objective of the course is to disseminate the theory and practice of moral code of conduct and familiarize the students with the concepts of “right” and “good” in individual, social and professional context

Examination Scheme

The internal assessment of the students’ performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Help the students to understand right conduct in life.
2. To equip students with understanding of the ethical philosophies, principles, models that directly and indirectly affect personal and professional life.

COURSE CONTENT

Unit I: Inculcating Values at Workplace

1. Values: Concept, Sources, Essence
2. Classification of Values.
3. Values in Indian Culture and Management: Four False Views, Value Tree
4. Eastern and Western Values; Values for Global Managers

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Unit II: Professional Ethics

1. Ethics: Concept, Five P's of Ethical Power, Organisational Tools to Cultivate Ethics
2. Theories of Ethics: Teleological and Deontological
3. Benefits of Managing Ethics in an Organisation
4. Ethical Leadership

Unit III: Indian Ethos and Management Style

1. Indian Ethos and Workplace
2. Emerging Managerial Practices
3. Ethical Considerations in Decision Making and Indian Management Model
4. Core Strategies in Indian Wisdom and Ethical Constraints

Unit IV: Human Behavior – Indian Thoughts

1. Guna Theory
2. Sanskara Theory
3. Nishkama Karma
4. Yoga: Types, Gains; Stress and Yoga

Unit V: Spirituality and Corporate World

1. Spirituality: Concept, Paths to Spirituality
2. Instruments to achieve spirituality
3. Vedantic Approach to Spiritual and Ethical Development
4. Indian Spiritual Tradition.

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Suggested Readings

1. Kausahl, Shyam L. (2006). *Business Ethics – Concepts, Crisis and Solutions*. New Delhi: Deep and Deep Publications Pvt. Limited
2. Murthy, C.S.V. (2012). *Business Ethics –Text and Cases*. Himalaya Publishing House: Mumbai
3. Chakraborty, S. K. (1999). *Values and Ethics for Organizations*. Oxford university press
4. D.Senthil Kumar and A. Senthil Rajan (2008). *Business Ethics and Values*. Himalaya Publishing House: Mumbai

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

MBAI302C PROJECT MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MBAI302C	CC	Project Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

The course is intended to develop the knowledge of the students in the management of projects. It is aimed at imparting knowledge on managing entire life cycle of a project – from conceptualization to commissioning.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Understanding of various phases in a project life cycle.
2. Ability to establish feasibility of a project and various methods of project financing
3. Learn to organize and coordinate with different functions for successful project implementation
4. Develop ability to monitor and control projects, and risks involved.

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MBAI302C	CC	Project Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

COURSE CONTENT

Unit I: Concept of Project

1. Overview, key concepts, classification, characteristics of project
2. Project life cycle and its phases
3. Project feasibility: project identification, market and demand analysis, technical analysis, and technology selection

Unit II: Project Feasibility and Investment Evaluation

1. Project cost estimate
2. Project appraisal: time value of money, project cash flows, payback period, cost of capital, project rate of return
3. Sources of financing
4. Optimum capital structure and its theories
5. Investment decision rule

Unit III: Project Implementation

1. Project planning and scheduling
2. Network analysis, construction of networks
3. Time-cost trade-off and crashing of projects
4. Resource allocation using network analysis, resource leveling
5. Project contracting: types of contracts in projects, steps in project contracting

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MBAI302C	CC	Project Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; CC- Core Course

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit IV: Human and Social Aspects of Managing Projects

1. Project organization
2. Project leadership: motivation, communication, conflict handling in projects
3. Social cost-benefit analysis, UNIDO approach

Unit V: Project Review and Administrative Aspects

1. Project monitoring and control, variance analysis, performance analysis
2. Abandonment analysis
3. Computer based project management & PMIS

Suggested Readings

1. Chandra, P. (2011). *Project Planning: Analysis, selection, implementation and review*. New Delhi: Tata McGraw Hill.
2. Choudhury S. (2017), *Project Management*. Chennai: McGraw Hill Education (I) Pvt. Ltd.
3. Singh, N. (2003). *Project Management and Control*. New Delhi: Himalaya Publishing House.
4. Nicholas, J.M. (2008). *Project Management for Business and Technology: Principles and practice*. Pearson Publication.
5. Gray, C.F., Larson, E.W. and Desai, G.V. (2010). *Project Management: The managerial process*. New Delhi; Tata McGraw Hill.
6. Pinto, J. (2010). *Project Management: Achieving Competitive Advantage*. New Jersey: Pearson.
7. Abrol, S. (2010). *Cases in Project Management*. New Delhi: Excel Books
8. Maylor, H. (2017). *Project Management*. New Jersey: Pearson.

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

MAM303 AGRI-BUSINESS MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MAM303	DSE	Agri-business Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

To acquaint the students with the business environment of agribusiness management. It will also help in understanding the concept and applications of Farm Management and Agripreneurship.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Students will be able to develop the understanding of agribusiness management concepts.
2. Students will understand to manage agricultural value chain effectively.

COURSE CONTENTS

Unit I: Agri-business in India

1. Concept, scope, and features of agribusiness
2. Stakeholders and components of agribusiness systems.
3. Importance of agribusiness in the Indian economy
4. Application of management principles in agri-business

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MAM303	DSE	Agri-business Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Agri-business and Marketing

1. Introduction: characteristics of Production, consumption and Marketable surplus in Agri-business
2. Producers surplus- Meaning, Types, Factors affecting marketable surplus of agriculture products.
3. Rural Marketing – Need, importance and strategies
4. Agricultural Marketing- Meaning, scope, importance. Marketing of Agricultural Vs Manufactured goods

Unit III: Agro-based Industries

1. Concept, Role and Scope of Agro Industries
2. Classification of Village industries and types of agro based industries
3. Procedures to set up agro based industries.
4. Constraints of agro-based industries, Institutional arrangement

Unit IV: Commodity Market

1. Classification of Market, Characteristic of commodity market
2. Forward and Backward Linkages in Markets, Market players and motives- Investment motive, speculative motive, arbitrage motive; Challenges for commodities markets
3. Regulation of commodity Markets- APMC, FMC, WTO, UNCTAD
4. Functioning of selected procurement agencies- STC (State Trading Corporation), FCI (Food Corporation of India), e-NAM

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

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MAM303	DSE	Agri-business Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit V: Farm Management and Agripreneurs

1. Farm Management- Definition, Need and functions.
2. Decision making process in farm management
3. Agripreneurs- Concept and type of entrepreneurs, types of small businesses, entrepreneurial traits of agripreneurs
4. Scope for Agripreneurship

Suggested Readings

1. Purcell, W. D. (1991). *Agricultural Futures and Options: Principles and Strategies*. Macmillan Publications: New Delhi.
2. Stoner, J. (1996). *Horticulture Management, 6th ed., Prentice Hall*: New Delhi.
3. Himanshu, J. (2008). *Agri Business Management: Problems and Prospects*. Ritu Publications: Jaipur.
4. Johl, S.S. & Kapoor, T.R. (1973). *Fundamentals of Farm Business Management*, Kalyani Publishers, Ludhiana.
5. Raju, V.T. & Rao, D.V.S. (1990). *Economics of Farm Production and Management*, Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi.
6. Dhondyal, S.P. (1985). *Farm Management*, Friends Publication Meerut (India).
7. Doll, J. P. & Orazem, F. (1984). *Production Economics: Theory with Application*, John Wiley and Sons, New York.

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

MAM304 FARM MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MAM304	DSE	Farm Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives

To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcome

Students will be able to analyze input-output relationship in agriculture and determine the relative efficiency of various factor combinations.

COURSE CONTENT

Unit I: Introduction to Farm Management

Introduction, Definitions, Objectives of farm Management.

Scope of Farm Management, Economic theory and farm management science, what makes a successful farm manager?

Relationship of farm management with other sciences, Farm management problems under Indian conditions.

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

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MAM304	DSE	Farm Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Economic Principles Applied to Farm Management

1. Principle of Variable proportion
2. Cost principle, principle of factor substitution, law of equi-marginal returns
3. Opportunity cost principle, principle of combining enterprises,
4. Principle of comparative advantage, Time Comparison principle
5. Limitations of principles of farm management

Unit III: Farm Planning & Budgeting

1. Farm Planning,
2. Budgeting and Programming: Farm planning, Farm budgeting
3. Steps of Complete budgeting

Unit IV: Systems of Farm Organization

1. Different systems of farming, Peasant farming
2. Corporate farming
3. State farming
4. Co-operative farming
5. Collective farming, Criteria for choice in India, Suitability of alternative systems- agriwaste to energy

Unit V: Farm Size

1. Measurement of size of farm
2. Pattern of farm holdings in India
3. Factors determining economic holdings
4. Farm size practices – Large scale and small scale farming
5. Specialized and diversified farming, mixed farming, extensive and intensive farming

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MAM304	DSE	Farm Management	60	20	20	-	-	3		-	3

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Suggested Readings

1. Kahlon AS & Singh K. (1992). *Economics of farm Management in India*. Allied Publication: New Delhi.
2. Johl and Kapur (2005). *Farm Business Management*. Kalyani Publications: New Delhi.
3. Panda SC. (2007). *Farm Management & Agricultural Marketing*. Kalyani Publications: New Delhi.

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

MAM 305 MATERIALS MANAGEMENT

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MAM305	DSE	Materials Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Course Objectives: The key objectives of this course are:-

1. To familiarize students with the concept of materials management and its various dimensions.
2. To impart knowledge and understanding of key materials management functions viz, purchasing and stores as well as inventory control
3. To develop skills associated with operation of an effective materials management system.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes: After completing the curriculum, the students should be able to:

1. Take effective decisions on purchase, storage and other related activities
2. Manage and lead various functions of materials management

COURSE CONTENT

Unit I: Introduction to Materials Management

1. Meaning, definition, scope and functions of Materials Management
2. Importance of Materials Management
3. Interfaces of Materials Management: Internal and external interfaces.
4. Organisation for Material Management: Based on commodities, location, function, etc.

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

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			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MAM305	DSE	Materials Management	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical: C - Credit; DSE- Discipline Specific Elective

***Teacher Assessment** shall be based on following components: Quiz/Assignment/ Project/Participation in Class, given that no component shall exceed more than 10 marks.

Unit II: Purchase Management

1. Introduction, importance and functions of purchasing
2. Purchase systems and purchasing methods
3. Value analysis – definition and scope, benefits, framework of value analysis
4. Vendor development – vendor assessment, vendor evaluation, vendor selection, vendor rating.

Unit III: Stores Management

1. Introduction, objectives and functions of stores
2. Location and layout of stores.
3. Types of stores
4. Receipt and issue of Materials - procedures, inspection and testing of materials, material received note, store records like bin card and store ledger, different methods like FIFO, LIFO, etc.

Unit IV: Inventory Management

1. Introduction, nature and importance of inventory
2. Classification of inventory
3. Basic EOQ model
4. Materials Requirement Planning

Unit V: Codification and Standardisation, Handling of Materials

1. Types and process of codification
2. Systems of codification
3. Definition, need and importance of standardisation
4. Types of materials handling systems
5. Selection of materials handling equipment

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Choice Based Credit System (CBCS) in Light of NEP-2020

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Suggested Readings

1. Bhat, K.S. (2009). *Materials Management*. Mumbai: Himalaya Publishing House Pvt. Ltd.
2. Dutta, A.K. *Materials Management: Procedures, Text and cases*. New Delhi: Prentice Hall of India Pvt. Ltd.
3. Gopalakrishnan, P. and Sundareson, M. (2006). *Materials Management: An integrated approach*. New Delhi: Prentice Hall of India Pvt. Ltd.
4. Varma, M.M. (2006). *Materials Management*. New Delhi: Sultan Chand and Sons
5. Sharma S.C., *Material Management and Materials Handling*, Khanna Publishers, New Delhi.
6. Pooler, V. H. (1997). *Purchasing and Supply Management: Creating the vision*. New York: Chapman & Hall.

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MBA-AGRI-BUSINESS - III SEMESTER (2024-2026)

MAM306 RURAL CREDIT AND FINANCE

COURSE CODE	CATEGORY	COURSE NAME	TEACHING & EVALUATION SCHEME								
			THEORY			PRACTICAL		L	T	P	CREDITS
			END SEM University Exam	Two Term Exam	Teachers Assessment*	END SEM University Exam	Teachers Assessment*				
MAM306	DSE	Rural Credit and Finance	60	20	20	-	-	3		-	3

Legends: L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit; DSE- Discipline Specific Elective

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Course Objectives

Prepare students to understand various facets of agricultural credit in Indian rural market. The course focuses on to enable the students to become a effective buyer.

Examination Scheme

The internal assessment of the students' performance will be done out of 40 Marks. The semester Examination will be worth 60 Marks. The question paper and semester exam will consist of two sections A and B. Section A will carry 36 Marks and consist of five questions, out of which student will be required to attempt any three questions. Section B will comprise of one or more cases / problems worth 24 marks.

Course Outcomes

1. Students will be able to understand the objectives and functions of micro financial institutions and their interventions in the rural Finance.
2. Students will be familiar with the world of Micro Financial Institutions and their interventions in the rural Finance.

COURSE CONTENT

Unit I: Role and Characteristics of Indian Agriculture

1. Introduction, Role of Agriculture in Economic Development
2. Characteristics of Indian Agriculture

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Unit II: Critical Review of Agricultural Finance

1. Role of Credit in Agriculture
2. Agricultural Finance in India
3. Classification of Agricultural Finance
4. Significance of Co-op. Credit, some Issues of the Present System
5. Financial Intermediaries in Agriculture: Functions, Structure and Performance

Unit III: Rural Finance and Microfinance

1. Players and Approaches; Microfinance & Rural Finance
2. Lessons from microfinance and historical interventions, rural finance: approach
3. Banks lending schemes, loan appraisal, application, documentation interest and recovery process
4. Delivery channels and actors involved, and linkages
5. Triangle of microfinance and the role of BDS in rural finance

Unit IV: Cooperative Banks

1. Concept and special features of co-operative banking, Structure of co-operative credit system in India
2. Impact of liberalization on co-operative Banks with particular reference to de regulation of interest rates and prudential norms

Unit V: Theories of Agricultural Finance

1. Risk and Uncertainty Theory, Demand and Supply Theory
2. Business Vs Social and Moral Theory
3. Cost Theory, Productive Vs. Consumption
4. The concept of 3 C's, 7 P's and 3 R's of credit

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Suggested Readings

1. Reddy, R. (1990). *Agricultural Development Rural Credit and Problems of Its Recovery*. Mittal Publications: New Delhi.
2. Barry, P.J., and P.N. Ellinger, P.N. (2012). *Financial Management in Agriculture*. Pearson Education: New Delhi.
3. Keown, A.J., J.D. Martin, J.W. Petty, and D.F. Scott (2010). *Foundations of Finance*. Prentice Hall: NJ, USA.

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