



# Shri Vaishnav Vidyapeeth Vishwavidyalaya, Indore

## MBA-AGRI-BUSINESS MANAGEMENT- IV SEMESTER (20-22)

### MBAI401C STRATEGIC MANAGEMENT

SUBJECT CODE	SUBJECT 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				
MBAI401C	Strategic Management	60	20	20	-	-	4	-	-	4

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

\***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 objective of teaching this course is to enable students to integrate knowledge of various functional areas and other aspects of management, required for perceiving opportunities and threats for an organization in the long run and second generation planning and implementation of suitable contingency strategies for seizing / facing these opportunities & threats.

### 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

1. Students will develop understanding of project planning and ability to monitor and control projects and risk involved. In addition, they become familiar with tools and techniques used in managing projects.

### **Unit I: Introduction**

1. Meaning, Need and Process of Strategic Management
2. Business Policy, Corporate Planning and Strategic Management
3. Single and Multiple SBU organizations
4. Strategic Decision-Making Processes – Rational–Analytical
5. Intuitive-Emotional, Political – Behavioral; Universality of Strategic Management



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6. Strategists at Corporate Level and at SBU Level
7. Interpersonal, Informational and Decision Roles of a Manager

## Unit II: Mission, Business Definition and Objectives

1. Need, Formulation and changes
2. Hierarchy of objectives, Specificity of Mission and Objectives
3. SWOT Analysis, General, Industry and International Environmental Factors
4. Analysis of Environment, Diagnosis of Environment – factors influencing it
5. Environmental Threat and Opportunity Profile (ETOP)
6. Internal Strengths and Weaknesses
7. Factors affecting; Techniques of Internal Analysis; Diagnosis of Strengths and Weaknesses; Strategic Advantage Profile (SAP)

## Unit III: Strategy Alternatives, Grand Strategies and their sub strategies

1. Stability, Expansion, Retrenchment and Combination
2. Internal and External Alternatives
3. Related and Unrelated Alternatives
4. Horizontal and Vertical Alternatives
5. Active and Passive Alternatives
6. International Strategy Variations

## Unit IV: Strategic Choice and Analysis

1. Managerial Choice Factors, Choice Processes – Strategic Gap Analysis
2. ETOP-SAP Matching, BCG Product – Portfolio Matrix
3. G.E. Nine Cell Planning Grid; Contingency Strategies
4. Prescriptions for choice of Business Strategy; Choosing International Strategies

## Unit V: Strategy Implementation, Concept, Barriers, Implementation Process

1. Project & Procedural Implementation
2. Resource Allocation; Structural Implementation
3. Plan and Policy Implementation; Leadership Implementation
4. Behavioral Implementation, Implementing Strategy in International Setting

## Suggested Readings

1. Kazmi, Aghar (2009). *Strategic Management and Business Policy*. New Delhi: Tata McGraw Hill.
2. Lomash, Sukul & Mishra P.K. (2003). *Business Policy & Strategic Management*. New Delhi: Vikas Publication.
3. Trehan, Alpana (2010). *Strategic Management*. Dreamtech: Wiley.
4. Nag, A. (2011). *Strategic Management. Analysis. Implementation. Control*. Delhi: Vikas Publication.
5. Parthasarthy, Raghavan (2008). *Fundamentals of Strategic Management*. India: Wiley.
6. Pankaj, Ghemawat (2006). *Strategy and the Business Landscape*. Pearson.
7. Haberberg, Adrian & Rieple Alison (2010). *Strategic Management*. New York: Oxford Press.
8. Tushman (2010.) *Managing Strategic Innovation & Change*. New York : Oxford Press



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## MBAI402C SUPPLY CHAIN MANAGEMENT

SUBJECT CODE	SUBJECT 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 *				
MBA I 402C	Supply Chain Management	60	20	20	-	-	4	-	-	4

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

\***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 objective of this course is to understand how the chain involved in the marketing and distribution is working and decide the routing and scheduling of the products.

### 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 having experience in the field of production can learn the techniques of materials and logistics management and implement them in their daily operations.
2. Provide a wider scope to the students interested in working in the manufacturing as well as shipping and retailing fields.

## COURSE CONTENT

### Unit I: Introduction to SCM

1. Importance of materials management
2. Codification, Simplification
3. Value analysis, Value engineering, Vendor analysis
4. Concepts and importance of a Supply Chain (SC)
5. Evolution of Supply Chain Management (SCM)
6. Key issues of Supply Chain Management, Competitive and SC strategies

### Unit II: Dynamics of Supply Chain



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1. Supply Chain Interventions
2. Push-based, Pull-based and Push-Pull based supply chain
3. Network design and Operations in the Supply Chain
4. Demand Forecasting in a Supply Chain
5. The value of information, Bullwhip effect, its Causes and remedial measures

## **Unit III: Managing inventory in SC environment**

1. Basic and advanced inventory models
2. Multi-echelon inventory models

## **Unit IV: Transportation in SC environment**

1. Design options for a transportation network
2. Strategic Outsourcing and Strategic Alliances
3. Third party and fourth party logistics

## **Unit V: Retailing and Supply Chain Management**

1. Retailer- Supplier partnerships (RSP)
2. Supplier evaluation and selection
3. Information Technology (IT) in Supply Chain Management
4. SC performance model: SCOR model

## **Suggested Readings**

1. Muthaiah, K. (2015). *Logistics management and World Sea Borne Trade*. Mumbai; Himalaya Publishing House Ltd.
2. Aserkar, Rajiv (2007). *Logistics in International Business*. Mumbai; Shroff Publication and Distribution Ltd.
3. Chopra, Sunil (2009). *Supply Chain Management*. New Delhi; Prentice Hall Publication.
4. Jaikrishna, S. *Supply Chain Performance Management*. Hyderabad; ICFAI Unit Press.
5. Raghoramay, G. and Rangaraj, N. (2000). *Logistics and Supply Chain Management*. New Delhi; MacMillan India Ltd.
6. Donald, Bowersok (2007). *Logistics Management*. New Delhi; Tat McGraw Hill Publication.



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## MAM403 MANAGEMENT OF DAIRIES & COOPERATIVES

SUBJECT CODE	SUBJECT 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 *				
MAM403	Management of Dairies & Cooperatives	60	20	20	-	-	4		-	4

**Legends:** **L** - Lecture; **T** - Tutorial/Teacher Guided Student Activity; **P** – Practical; **C** - Credit;  
**\*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 study the challenges and opportunities of dairy entrepreneurs in India and also to know the various principle of cooperation and cooperative movement for dairy Industry.

### 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 familiar with the challenges and opportunities of dairy business
2. Understanding the various principles of cooperation and cooperative movement for dairy Industry

## COURSE CONTENT

### **Unit I: Introduction**

1. Issues in establishment and management of dairy projects
2. Important dairy projects in India
3. Case studies on dairy projects

### **Unit II: Co-Operation**

1. Definition and principle of cooperation – History and prospects.
2. Structure of Dairy Cooperatives: Village level cooperatives, Taluka/District/Milk unions and state level marketing federation and their organization set up.
3. Rights and duties of the chairmen, secretary and general body of the cooperative society.

### **Unit III: Nature of Cooperative Principles**

1. Nature of cooperative principles



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2. Management principles and their applications to cooperative organizations
3. Structure and functions of various types of cooperatives

### **Unit IV: Policies of Cooperatives**

1. Public accountability
2. Price, output and profit and policies of cooperatives
3. Special problem of cooperatives in agricultural and industrial sectors

### **Unit V: Managerial Problems of Cooperatives**

1. Managerial problems of cooperatives
2. Consumer stores
3. Role of Government
4. Financing of cooperatives, staffing and training, efficiency criteria.
5. Management practices of successful cooperatives in India: selected case studies.

### **Suggested Readings**

Kumar, U. (2014). *Principles of Dairy Management*. Venus Books: New Delhi.

Koli, P.A. (2010). *Managing Dairy Cooperatives in India*. Serials Publications. New Delhi.



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## MAM404 MICRO FINANCE AND ENTREPRENEURSHIP

SUBJECT CODE	SUBJECT 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 *				
MAM404	Micro Finance and Entrepreneurship	60	20	20	-	-	4		-	4

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;  
 \***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 objective is to prepare students to understand MFIs and to take on roles as policy analysts and technical advisers on Microfinance and Development in foundations, governments and multilateral development institutions.

### 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 analyzed the various reasons for the existence of MFIs, and the challenges MFI managers face.

## COURSE CONTENT

### **Unit I: Micro Finance Overview**

1. Evolution, role, scope and importance of micro credit and micro finance in India
2. Distinctive features, advantages, micro finance and socio-economic development
3. Micro finance environment in India and abroad, micro credit and micro finance models

### **Unit II: Financial Institutions**

1. Financial institutions for rural development, basic understanding of rural and development credit
2. Institutional structure of rural financing in India
3. Policy and schemes of NABARD, recent financing schemes of the government, RBI regulations for microfinance



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## Unit III: Micro Finance at Small Group Level

1. Micro finance at small group level concept, emergence, objectives, thrust areas, case studies of recent success stories
2. Management of small groups, SHG structure and practices
3. Cluster and federation from credit and trade perspectives, role of facilitating agencies

## Unit IV: Entrepreneurship Development

1. Social image of an entrepreneur,
2. Myths around entrepreneurship development: can everybody be developed through entrepreneurship development programme,
3. Entrepreneurs are born and cannot be developed; Entrepreneurial contributions and Indian economy,
4. Social structure of India, social entrepreneur-who and why; social entrepreneurship in India growing number of social entrepreneurs in India
5. Typical sectors of investment of social enterprises

## Unit V: Problem and Prospects of Entrepreneurship

1. Problems and prospects in developing entrepreneurship
2. Role of government in the social entrepreneurship landscape- need of a national fund
3. Budget initiatives, some established social enterprises
4. NGO's role, establishing relationship with linkage agencies
5. Entrepreneurship development in rural and tribal areas

## Suggested Readings

1. Teki, S. & Mishra (2012). *Microfinance and Financial Inclusion*. Academic Foundation: New Delhi.
2. Desai, D. (2009). *Dynamics of Entrepreneurship Development*. Himalaya Publishing House: New Delhi.
3. Gupta, C.B. & Shrinivasan, N.P. (2008). *Entrepreneurship Development in India*. Sultan Chand and sons: New Delhi.
4. Kumar, V. (2009). *Micro Finance*. University science press: New Delhi.





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## MAM405 AGRICULTURE FOOD RETAILING

SUBJECT CODE	SUBJECT 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 *				
MAM405	<b>Agriculture Food Retailing</b>	60	20	20	-	-	4	-	4	

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

\***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 objective of this course is to assist students in understanding the structure and working of food marketing system in India, and also to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

### 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. End of this course student will be able to understand the structure and working of food marketing system in India.
2. Able to examine how the system affects farmers, consumers and middlemen

## COURSE CONTENTS

### **Unit I: Introduction to Retailing Food Market**

1. Understanding Agricultural Markets
2. The Nature of Change in Retailing
3. Food consumption and expenditure pattern
4. Demographic and Psychographic factors affecting food pattern of Indian consumers

### **Unit II: Value Chain in Food Retailing**

1. Value Chain in Food Retailing,
2. Principal trends in food wholesaling and retailing



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3. The changing nature of food stores, various retailing formats
4. Competition and pricing in food retailing, market implications of new retail developments
5. Shipping and storage cost determination

### Unit III: Consumer Behaviour

1. Rural Consumer Behaviour
2. Consumer Motivation, Consumer Research Process
3. Consumer Decision Making Process
4. Rural Consumer Vs Urban Consumers – a comparison, Relevance of Marketing mix for rural market/Consumers, problems in rural market.

### Unit IV: STP for Retail Food Market

1. Segmentation, Targeting & Positioning (STP) for food retail market
2. Market forces
3. Components of different Product Strategies
4. Pricing Strategies
5. Promotional Strategies & Distribution Strategies for Rural consumers

### Unit V: Promotion of Agri Products

1. Basic Concept of Promotion,
2. Fundamental of Advertising,
3. Advertisement Strategies for food retailers.
4. Promotion mix for food retailing, Direct Marketing, Sales Management, Personal Selling & Salesmanship.

### Suggested Reading

1. [Bendoy](#), Iveta (2012). An Analysis of Customer Satisfaction in Food Retailing: Lambert Academic Publishing: Saarbrücken, Germany.
2. Berman & Evans. (2008). **Retail Management: A Strategic Approach** (10th Ed.). Prentice Hall of India: New Delhi.
3. Cox (2006). **Retailing: An Introduction** (5th Ed.). Pearson Education: New Delhi.
4. Levy M & Weitz BW. (2004). **Retailing Management** (5th Ed.): McGraw Hill.



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## MAM406 AGRICULTURAL AND RURAL MARKETING

SUBJECT CODE	SUBJECT 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 *				
MAM406	Agricultural and Rural Marketing	60	20	20	-	-	4	-	4	

**Legends:** L - Lecture; T - Tutorial/Teacher Guided Student Activity; P – Practical; C - Credit;  
 \***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 objective of this course is to explore the students to the Agriculture and Rural Marketing environment so that they can understand consumers and marketing characteristics of the same for understanding and contributing to the emerging challenges in the upcoming global economic scenario.

### 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

1. Students will be acquainted with rural marketing environment and able to understand consumers and marketing characteristics of the rural market.

## COURSE CONTENT

### **Unit I: Agricultural Market**

1. Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing,
2. Challenges in Agriculture Marketing
3. Agriculture Marketing & its economic importance
4. Agricultural Produces and their market

### **Unit-II: Consumer Behaviour**

1. Rural Consumer Behaviour
2. Rural Consumer Vs Urban Consumers – a comparison



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3. Relevance of marketing mix for rural market/consumers
4. Problems in rural market

### **Unit III: STP for rural market**

1. Segmentation for Rural Market
2. Targeting & positioning for rural market
3. Market forces, components of different Product Strategies
4. Pricing Strategies, promotional strategies
5. Distribution strategies for rural consumers

### **Unit IV: Transportation of Farm Products**

1. Functions of transportation, advantages of these functions
2. Transportation methods, details, cost of transportation
3. Transportation problem, suggestions for improvements

### **Unit V: New Trends in Indian Agriculture**

1. Agro Processing Sector in India,
2. The present state of agro processing and marketing
3. Agencies involved in agro marketing food processing and value addition are the keys to the future
4. Global demand for Indian agriproduce– project on agri-commodity and global prices and practices.

### **Suggested Readings**

1. Acharya, S. S. and Agarwal, N. L. (2014). *Agricultural Marketing in India* (5/e). Oxford University Press: New Delhi.
2. Kohls, Richard L., and Joseph N. (2014). *Marketing of Agricultural Products* (10/e). Prentice Hall: New Delhi.
3. Badi, R. V. & Badi, N. V. (2014). *Rural Marketing*. Himalaya Publishing house: New Delhi.