

## At a Glance

Bhubaneswar is the capital city of the Indian state Odisha, otherwise known as the temple city of India. Together with Puri and Konark, Bhubaneswar forms the 'Swarna Tribhuj' (the Golden Triangle). The city has a long history of over 2000 years. The largest city of Odisha, Bhubaneswar today is a center of economic and religious importance in the region.

Utkal University, established in the year 1943, is the seventeenth oldest University in India and has recently celebrated its Platinum Jubilee indicating 75 years of glorious presence. Its present campus at Vani Vihar, BHUBANESWAR is located on a sprawling 400 Acre area in the heart of BHUBANESWAR with Sainik School to its north, National High way No.5 to its south, Regional Research Laboratory and Institute of Physics to its west and the South Eastern Railway line to its east. The Foundation stone of this Campus was laid by Dr. Rajendra Prasad, the first President of India on 1st January 1958 and the Campus was inaugurated by Dr. S. Radhakrishnan, the second President of India on 2nd January 1963. At present twenty-seven Post-Graduate Departments are functioning in the University Campus for Post-Graduate studies and research in various disciplines of Science, Humanities, Business Administration, Social Science, Law and Commerce. The total number of students in the P.G. Departments of the campus at Vani Vihar is approximately 3,000.

The *Centre for Agri-management (CAM)* is first of its kind in eastern India to offer MBA (Agri-Business) programme under the Department of Business Administration, Utkal University, Bhubaneswar since 2006. The Department of Business Administration was set up in 1984 with the objective of providing quality management education and to reach out to people who are deprived of the same for higher fee structures prevailing in various privately managed institutions.

Agriculture operated by business; Agribusiness is all about how to perform successful business in the food and agriculture related sectors. including farming and contract farming, seed supply, agrochemicals, farm machinery, wholesale and distribution, processing, marketing, and retail sales

**Agribusiness** sector includes various sectors such as Manufacturing industries of fertilizer, pesticides, seeds, agricultural machineries and equipments, export-import industry, food retailing industry (retailing of fruits, vegetables, food grains, vegetable oils, meat, poultry and dairy products), micro finance/micro banking and rural credits, agricultural insurance, future trading and commodity exchange, organic food industry, food processing industry, food packaging industry, agricultural project management (horticultural projects, floricultural projects and dairy projects), seed development and production industry and so on. Various positions available with agribusiness sector are :-

- *Sales/ Marketing Manager in Agriculture Input sectors*
- *Sales/ Merchandising Manager in Retail sectors, Agricultural Insurance Manager*
- *Relationship Manager, Agribusiness Credit Officer*
- *Rural Development Officer, Commodity Trade & Technical analysis*
- *Marketing & Advertising manager, Farm /Plantation Manager*
- *Procurement manager, Marketing of financial products and Services manager*
- *Agribusiness credit manager*
- *Supply chain Manager, Marketing research and analyst Logistics Manager*

Most of these positions are well paid with fairly good scope for career progression.

### Programme Objectives:

1. To inculcate entrepreneurial spirit among students; to make them successful Agripreneurs and accomplished agribusiness professionals.
2. To train / develop students for taking up the responsibilities of managing agro-industries.
3. To acquire sufficient working skills in using modern management tools and techniques in different functional areas of agribusiness.
4. To nurture through exposure to Agri-living lab and market oriented and location specific research work in the relevant fields and to disseminate such knowledge through publications, seminars and counseling.
5. To organize seminars/workshops at the state level concerned to Agril. Marketing and Agribusiness Management.

### Programme Out Comes:

The programme is also aimed at action centric teaching methodology and experimental learning pedagogy for the students to equip them with right kind of knowledge, technical skills, competencies and innovation.

1. To demonstrate the ability to analyze data and draw appropriate statistical conclusions.
2. To demonstrate an understanding of and appreciation for the importance of the impact of globalization and diversity in modern agriculture organizations.
3. To enhance the ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems.
4. To develop an ability to work effectively with others .
5. Students will understand and analyze the current events and issues that are occurring in agriculture and how they affect the future of agriculture.
6. Students will be able to recognize and examine the relationships between inputs and outputs in their agricultural field to make effective and profitable decisions.
7. Students will be able to effectively evaluate the impact of trade policy, common markets, trading blocks, market instability, commodity problems, trade agreements and environmental regulations on imports and exports in international trade to be able to improve production decision making.
8. Students will understand how all aspects of agriculture combine and are used by scientists, marketers, and producers.
9. Students will understand how employer characteristics and decision-making at various levels enhance the success of an agricultural enterprise.

**COURSES OF STUDIES FOR MBA (Agribusiness) PROGRAMME**  
**(Effective from 2020 Admission Batch)**  
**Dept. of Business Administration, Utkal University**

**1<sup>st</sup> Semester**

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Break-up</b>	<b>Marks</b>
1	Organisational Behaviour	4	70+30	100
2	Marketing Management	4	70+30	100
3	Micro Economics	4	70+30	100
4	Accounting for Managers	4	70+30	100
5	Agribusiness and Value chains	4	70+30	100
6	Legal aspects of Business	4	70+30	100
7	ICT in Agribusiness	4	50+20+30	100
8	Written Analysis and Communication	4	70+30	100
9	Agriculture Science and Technology	4	70+30	100
10	Rural Emersion Module	4	100	100

**2<sup>nd</sup> Semester**

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Break-up</b>	<b>Marks</b>
11	Human Resource Management	4	70+30	100
12	Business Statistics and Analytics	4	70+30	100
13	Sales & Distribution Management	4	70+30	100
14	Agri-finance & Commercial banking	4	70+30	100
15	Microfinance & Financial Inclusion	4	70+30	100
16	Agri -Input Marketing	4	70+30	100
17	Retail Management	4	70+30	100
18	Research Methodology	4	70+30	100
19	Managerial Analysis and Communication	4	70+30	100
20	Summer Internship Project	4	100	100

### 3<sup>rd</sup> Semester

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Break-up</b>	<b>Marks</b>
21	Procurement & Supply Chain Management	4	70+30	100
22	Rural Marketing	4	70+30	100
23	Digital Marketing & E-Business	4	70+30	100
24	International Agri-food trade	4	70+30	100
25	Strategic Management	4	70+30	100
26	Seminar & Workshop	4	70+30	100
27	CSR Management and Rural Livelihood.	4	70+30	100
28	Agri warehousing & Collateral Management	4	70+30	100
29	Data Science and Business Analytics	4	50+20+30	100

### 4<sup>th</sup> Semester

<b>Code</b>	<b>Subject</b>	<b>Credit</b>	<b>Break-up</b>	<b>Marks</b>
30	Innovation & Agri preneurship	4	70+30	100
31	Agribusiness Marketing Model & Project Management	4	70+30	100
32	Dissertation	4	100	100

## **Proposed COURSE STRUCTURE FOR MBA (Agribusiness) 2020-22**

### **Semester-I**

1. Organisational Behaviour
2. Marketing Management
3. Micro Economics
4. Accounting for Managers
5. Agribusiness and Value Chains
6. Legal aspects of Business
7. ICT in Agribusiness
8. Written Analysis and Communication
9. Agriculture Science and Technology
10. Rural Emersion Module

### **Semester-II**

11. Human Resource Management
12. Business Statistics and Analytics
13. Sales & Distribution Management
14. Agri-Finance & Commercial Banking
15. Microfinance & Financial Inclusion
16. Agri -Input Marketing
17. Retail Management
18. Research Methodology
19. Managerial Analysis and Communication
20. Summer Internship Project

### **Semester-III**

21. Procurement & Supply Chain Management
22. Rural Marketing
23. Digital Marketing & E-Business
24. International Agri-Food trade
25. Strategic Management
26. Seminar & Workshop
27. CSR Management and Rural Livelihood.
28. Agri-Warehousing & Collateral Management
29. Data Science and Business Analytics

### **Semester-IV**

30. Innovation & Agripreneurship
31. Agribusiness Marketing Model & Project Management
32. Dissertation

## Semester-I

### **1. Organisational Behaviour**

Organizational Behavior(OB) - Definition, nature and scope of OB. Evolution of OB, need for studying OB, contributing disciplines to OB, models of OB, application and case study. Personality, Perception, Attitude and behavior, attitude and productivity, value, job satisfaction, learning and behavior modification , Motivation – theories, nature, process, application and case study.

Definition and Characteristics of group, theories of group formation, stages of development, group dynamics, cohesion, inter and intra group conflicts, negotiation and group decision making, Team vs groups, types of teams, linking team and group concepts towards creating high-performance teams, turning individuals into team players, communication, leadership, power and politics, application and case study.

Organizational structure, design culture, climate change, development, effectiveness, creativity and innovation, application and case study. Miscellaneous - Emotional Intelligence, Work Stress, application of technology and case studies.

#### **Books Recommended:**

1. Essentials of Organisational Behaviour – Stephen P. Robbins & Timothy A. Judge
2. Organisational Behaviour – K. Aswathappa
3. Organisational Behaviour – Concepts & Cases – Ghanekar & Anjali

### **2. Marketing Management**

Introduction to Marketing Management and importance of marketing function. Process of marketing, marketing concepts, marketing environment and factors affecting marketing environment (PESTEL). Segmentation; Targeting, Positioning (STP) and criteria for effective segmentation. Targeting selected markets, targeting strategies. Positioning; Effective positioning strategies, positioning of brands and repositioning. Branding techniques & amp, practices. Product Management; Classification of products and Product life cycle (PLC). Pricing; Meaning & application; objective, steps in setting the price, pricing policies. Place; Marketing channels, Channel conflict management, distribution system. Marketing Essentials, Marketing Management & application in Agriculture.

Case studies/Workshops on Marketing Mix, Promotion, Advertising, Sales Promotion, Integrated Marketing Communication, Brand and Branding; Porter's five forces model, Market Research, Consumer Behavior, Services Marketing, Emerging concepts like green marketing, e-marketing & social marketing, Cause Related Marketing, Event / Destination Marketing, Societal Marketing.

#### **Books Recommended:**

1. Marketing Management: A South Asian Perspective- Phillip Kotler, Kevin Lane Keller, 13th Edition Pearson, Education Publication
2. Marketing Management: Fourth edition- Rajan Saxena
3. Agricultural Marketing : Acharya, Agrawal
4. Marketing of Agricultural Products: Kohls, UHL

### 3. Micro Economics

Introduction, scope & nature of Economics, relationship to functional areas of management and business, Scope and Nature of Managerial Economics. Role of managerial economics in business, economic theories applied to business analysis. Demand Analysis: Demand functions – factors and features – ordinary and compensated demand – time characteristics of demand. Price and income elasticity, Income and substitution effects, Substitutes and complements, Demand forecasting. Production, Cost & Profit Analysis: Short term and long term theories of production, Nature of cost - short and long term cost functions, empirical cost functions, optimization. Market Structure and Pricing: Market structure and degree of competition, Perfect competition, monopoly, monopolistic & imperfect competition, oligopoly market, game theory, pricing of multiple products, transfer pricing, peak load, pricing and piece discrimination. Market Failure & Regulation: Externalities and market failures, responses to market failures. Investment Analysis, Time value of money, Investment valuation.

#### **Books Recommended:**

1. Principles of Microeconomics – N. Gregory Mankiew (7<sup>th</sup> Edition)
2. Microeconomics Made Simple – Austin Frakt, Mike Piper
3. Microeconomics – Pearson (8<sup>th</sup> Edition)

### 4. Accounting for Managers

**Introduction to Accounting:** Need and types of Accounting, users of Accounting, concepts and conventions of Accounting, Relation of Accounting with other disciplines, Capital and Revenue Expenditure and Receipt, Accounting Equation.

**Preparation of books of Accounts:** Journals, ledgers, 3 column cash book and trial balance, Depreciation- Straight line and Written down Value Methods.

**Preparation of Financial Statements:** Preparation of final accounts of sole traders in horizontal form, Preparation of final accounts of companies in vertical form as per Companies Act, 2013 (Basic problems of Final Accounts), Window dressing.

**Analysis of Financial Statements:** Ratio Analysis, Preparation of financial statements using ratios, Preparation of Cash flow Statement (only indirect method).

**Emerging issues in Accounting:** Human Resource Accounting, Forensic Accounting, Sustainability Reporting. Accounting Standards and IFRS: Nature and significance.

**Fundamentals of Taxation:** Basic concepts of Direct & Indirect Tax. Heads of Income, Deductions u/s 80C, Rate of Income Tax of current assessment Year for Individuals only (only theory).

Collection of Annual reports of the companies and analyzing the financial statements using different techniques and presentations. Analysis of the companies' cash flow statements and presentations. Exposure to usage of accounting softwares (Preferably Tally). Filling up of ITR forms and identifying the sustainability report of a company and study the contents.

#### **Books Recommended:**

1. Management Accountancy – Willey
2. Text Book of Management Accountancy – Patankar & Sanjay (10<sup>th</sup> Edition)
3. Management Accountancy – Text, Problems & Cases – Y.M. Khan, P.K. Jain (4<sup>th</sup> Edition)

## **5. Agribusiness and Value Chains:**

Agricultural business management, forms of business organisation, production relationships, cost concept, farm planning, Agricultural marketing, agribusiness and balance sheet analysis, project preparation and role of agro-processing in agribusiness development.

Characteristics of agri-food markets, influences on their supply and demand and what sets them apart from other markets; identifying the role of external factors such as population and income growth, globalisation, climate change, technology and international trade on agri-food markets. Practical case studies.

Identifying value chain thinking and its difference from supply chain thinking; agribusiness and value chains and identification of the roles and characteristics of value chains, demonstrated with building of a value chain model.

### **Books Recommended:**

1. Innovation in Agribusiness Management – Karnam Lokanathan
2. Modeling of Supply Chain – J. Shapiro
3. Supply Chain Management – Strategy, Planning & Operations – S. Chopra & P. Meindl

## **6. Legal Aspects of Business :**

Unit-I: Introduction to Indian legal system, The Indian Contract Act-1872: Contract – meaning, nature and significance, types of contract, essentials of a valid contract, offer and acceptance, capacity to contract, free consent and performance of contract.

Unit-II: Companies Act-1956: incorporation, Commencement of business, types of companies' management, winding of companies, Negotiable instruments Act, modifications under Companies Act-2013.

Unit-III: Essential Commodities Act, APMC Act, Consumer Protection Act, RTI Act, MRTP Act - major provisions and implications.

Unit-IV: Different Labour laws including Factory Act and Industrial Dispute Act.

Unit-V: Nature and importance of ethics and moral standards, Corporate Social Responsibilities, Scope and Purpose of Business Ethics; Ethics in business functional areas, industrial espionage; solving ethical problems, governance mechanism.

### **Books Recommended:**

1. Business & Commercial Law – Sen & Mitra -
2. An Introduction to Mercantile Law – N. D. Kapoor
3. Company Law – Avatar Singh
4. Bare Texts of the relevant Acts, Journals

## **7. Information and Communication Technology (ICT) in Agribusiness**

Introduction & scope of Information and Communication Technology (ICT) in Agribusiness, Role of communications in ICT: Concept, elements & their characteristics. Benefits of ICT application in industry, Forms of communications and Role of Mass Media in dissemination of

farm technology. Modern communication media: electronic video, tele-text, tele-conference and computer assisted instructions. Challenges for ICT applications in India, ICT initiatives for agricultural development in India. Application of ICT for production systems management, ICT for market access services and ICT for financial inclusion. Study on application of ICT for market information and Agri-Business: Agmarknet, e-Krishi Vipanan, ITC-e-Choupal, EID Parry-Indiagriline. Case Studies.

**Books Recommended:**

1. Information & Communication Technology for Agriculture & Rural Development – R. Saravanan
2. Advances in ICT in Agriculture – Dr. Chandan K. Panda & Dr. Anil Paswan

## **8. Written Analysis & Communication**

**Personal Communication:** Mails/E-mails, SMS, Greetings, situation based-accepting/dealing with invitations. **Social Communication:** Blogs, Posting of Comments, Tweets; **Cross-Cultural Communication and gender sensitivity in Communication.** **Work Place Communication:** E-mails, letters, office notes & minutes. **Report Writing;** types, Annual report, Status report, survey report, proposed memorandum, presentations, interviews, profile of institutions, responding to enquiries, complaints, resume writing, application. **Research Writing:** Article for publication, developing questionnaire, writing abstract, dissertation, qualities of research writing, data analysis, documentation. **Business Correspondence;** Nature, structure and layout of business letters, planning for business correspondence, different types of business letters; Quotations and orders, Sales letters, Credit letters, Collection letters, adjustment letters. **Management presentations,** types of presentations, video conferencing – participation in meetings.

**Books Recommended:**

1. How to Communicate Effectively in Business – Kenneth Roman
2. Words that Sale – Richard Bayan
3. Business Writing Today – A Practical Guide – Natalie Canova

## **9. Agriculture Science and Technology:**

**Agronomy:** Definition, Classification of crops; crop rotation; principles and advantages, multiple cropping systems; factors affecting maximization of crop yield; Tillage; water requirement of crops, Importance of irrigation and drainage in cropland, principles and management. Agro-meteorology, Agro climatic zones of India, effects of climate and weather on crops. Crop production technologies of important crops, weeds, their classification and their management. Dry land farming- principle and practices of water shed management-objectives and practices of farming systems.

**Soil Science:** Soil: Its origin and definition, soil profile, rocks and minerals, their weathering, soil formation and factors affecting soil formation. Soil properties: physical, chemical and biological, soil fertility and productivity, organic manures, fertilizers and Management: Acid soils and salt affected soils.

**Horticulture:** Definition, importance and classification of horticultural plants, soil and climatic influences on horticultural crops. Fruit crops, plantation crops, vegetables-importance, types and production techniques. Principles of vegetable seed production,

Ornamental Horticulture, medicinal and aromatic plants and their importance. Agro-forestry-concepts and management. Post harvest management of fruits and vegetables.

**Plant Breeding:** Classification of plants, Factors affecting plant growth, plant breeding, objectives, development and release of hybrids.

**Seed Technology:** Importance, stages of seed production and multiplication, seed testing, seed health management, legislation & certification. Agricultural policies in relation to seed production and distribution.

**Entomology:** Insects, their characteristics, classification and importance in crop production. Major insect pests for different crops, classification of non-insect pests & storage pests. Methods of pest control-natural and applied, Insecticides and their classification. Integrated pest management-principles and practices. Plant protection organizations, Economic Entomology: sericulture, Apiculture and lac culture.

**Plant Pathology:** Definition, developments, causes and classification of plant diseases, symptoms. Epidemiology and defense mechanisms in plants. Diseases of important crops & their management. Fungicides-their classification and uses. Integrated disease management and biological pest control. Mushroom cultivation and economics.

**Nematology:** Definition, importance and classification

#### **Books Recommended:**

1. Text Book of Field Crops – Mukund Joshi
2. Essentials of Horticulture – M.S. Patil, A.R. Karale
3. Fundamentals of Plant Pathology – N.G. Ravichandran
4. Climate Change and Agriculture over India – Prasada Rao

### **10. Rural Emersion Module: (Understanding Rural People, their Life style, their livelihood and farming techniques etc).**

#### **Semester-II**

### **11. Human Resource Management**

Definition, concepts, importance and the functions of HRM in an organization. HR planning, Job Analysis, Recruitment & Selection, Performance Appraisal, Training & Development, Employee Compensation & Benefits, Promotions and Transfers. Legal issues of HRM: Grievance management, Employee Discipline, Industrial Relations, Industrial Disputes, Contract workers, apprentice, trade unionism and safety and health. Strategic HRM, tools and techniques, application of technology in HRM & e-HRM. Organisation Culture and tradition; Values and Social System; Influence of Technology; Power and Politics, Leadership and Inter-Personal Skills. Designing work Organization - Organizational Structure, Configuration and Design; Staff-Line Role; Control Mechanisms; Power and Politics; Responsiveness; Organizational Evolution; Comparative Organizational Designs; and Organizational Change and Development. Case studies and workshops on latest practices of HRM.

#### **Books Recommended:**

1. Human Resource Management & Human Relations – Dr. V.P. Mirchandani
2. Human Resource Management – Fresh Perspectives – R. Kleynhans & L. Markhov
3. Human Resource Management – Text & Cases – K. Aswathappa

## 12. Business Statistics & Analytics

Definition, scope and limitations of statistics; Descriptive statistics: central tendency, dispersion, probability rules, Independent events and conditional probability. Construction of frequency distribution. Measures of central tendency - mean, median and mode, Measures of dispersion- range, standard deviation and variance . Simple correlation and regression - correlation analysis, estimation using regression line. Random variable and probability distributions. Concept of random sampling. Theory of estimation and testing of hypothesis. Large and small sample tests and chi- square tests. Non parametric tests- Difference between parametric and non-parametric tests, advantages and disadvantages of nonparametric tests. Analysis of variance - Definition, assumptions and uses. Analysis of one -way and two -way classified data. Time series and forecasting - Concept and definition of a time series, components of time series and their measurements, time series analysis in forecasting. Application of Statistical Packages SPSS.

Introduction to Analytics, Organization/sources of data- Importance of data quality, dealing with missing or incomplete data, data Classification, Introduction to Data Mining: Data Mining Process, Data mining tool, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization etc. Decision Making under uncertainty simulation. Introduction to types of problems: inventory management, capital investment analysis, market share estimation, sensitivity analysis. Practical sessions and case studies.

### Books Recommended:

1. Business Statistics & Analysis – S. Panneerselvam & P. Nagesh
2. Data Analysis – The Complete Beginner’s Guide – Byron Francis
3. Business Analytics – Data Analysis & Decision Making – S. Christian Albirique

## 13. Sales & Distribution Management

Introduction to Sales & Distribution Management: Nature and scope of sales management, personal selling objectives, types of sales management positions, theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership, case analysis. Personal Selling Process, Sales Territories & Quotas: Selling process, relationship selling, Designing Sales Territories, sales quotas and sales organisation structures, case Analysis. Sales Force Management: Recruitment and selection of sales force, training, motivating and compensating the sales force, controlling the sales force, case analysis. Distribution Management: Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, institutions for channels- retailing, wholesaling, designing channel systems, channel management, case analysis. Market logistics and supply chain management: Definition & scope of logistics, components of logistics, inventory & warehouse management, transportation, channel information systems, distribution management in international markets, Case analysis.

### Books Recommended:

1. Sales & Distribution Management – An Indian Perspective – Pingali Venugopal
2. Sales & Distribution Management – Tapan K. Panda & Sunil Sahadev
3. Sales & Distribution Management – Krishna Havaladar & Vasant K.

## **14. Agri-Finance & Commercial Banking:**

Financial policy, Sources of finance: external, internal, owned, debt, foreign financial participation; raising finance and important issues. Effect of legal form of organisation, provisions of the Companies Act, control of capital issues. Need for financing agri-business in India, assessment of the capacity of the borrowers to borrow and repay commercial Banks, Regional Rural Banks, NABARD, Cooperatives' (NCDC and other institutions), Agro Industries Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs; LIC, Non-Banking Financial Companies Agri-Business financing system in India: aims and objectives of financing of agri-business, framework of financial decision making, changing role of Finance Manager, long term finance and short term financing for agri business - methods of appraising working capital requirements, Precautions and procedural formalities of financing: pre-progress and post financing requirements, RBI guidelines, Role of external finance for agricultural production, marketing and processing - demand assessment, repayment method, steps for NPA reduction; problems, prospects and challenges in financing of agri-business in India.

Indian Financial System: An Overview: Indian Banking System, Banking Structure in India, Evaluation of the Banking System and Future Trends. Analysis of the Banking Structure and Performance Measurement, Interpreting Bank Balance Sheet and Income Expenditure Statements, Financial Statement Analysis and Bank Performance Measurement, CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios. Banking Regulations, Functions of various regulators like RBI, IRDA, SEBI, CRR, SLR, CRAR and Income Recognition Norms. Provision for NPAs, Management of Banking Organisation, Loan Management, Investment Management, Profit and Growth Management, Asset Liability Management using traditional GAP and Modern Techniques. Financial Innovations and Opportunities for Banks, Factoring, Securitisation and Take Out Finance. Technological Innovations and Opportunities for Banks.

### **Books Recommended:**

1. Banking Reforms & Agricultural Finance in India – S.M. Jawed Akhtar & Nahid Akhtar
2. Agricultural Finance in India – The Role of NABARD – K. Prabhakar Rajkumar
3. Commercial Bank Credit to Agriculture in India – Awadhesh Narayan Shukla

## **15. Micro Finance and Financial Inclusion:**

Introduction to Microfinance and Global developments. Status of Microfinance in India. Recommendations of various committees. Outreach of Microfinance, Potentiality of Microfinance in India, Banking potentiality for Microfinance in India. Models of Credit disbursement under microfinance. Government and Microfinance: Introduction, SHGs and different schemes, Importance of SHGs: Introduction, benefits of SHGs to members, benefits to women, benefits to Banks, benefits to Government, benefits to Voluntary Agencies and benefits to Society. SHG and Poverty Alleviation Programs, SHG and Special Programs/Schemes. Livelihood Intervention, Livelihood Promotion efforts in India, Integrated Sectoral Strategies, Strategies for vulnerable segments of the population, delivery of Livelihood, models of Livelihood Problems and Income Generating Activities. Participatory Rural Appraisal: Introduction, Participatory Assessment- Concepts and Pre-requisites, Conducting Participatory Assessment, Tools and Techniques of Participatory Assessment.

Federation of SHGs, Group Formation and its Operation, Opening of Bank Account, Book Keeping and Maintenance of Records, Credit Linkage of SHGs.

### **Books Recommended:**

1. Banker to the Poor : Micro-Lending and the Battle against World Poverty – Mohd. Yunus

2. The Economics of Microfinance – Jonathan Morduch
3. Emerging Challenges and Innovations in Microfinance & Financial Inclusion – O’Conner, Michael & Silva

## **16. Agri-Input Marketing:**

A Framework for understanding Agriculture Input Marketing Environment, The Rural Environment and Demand Behavior of Agri-business Consumers, Overview of Agri-Input Industry in India. Functional Issues: Market Segmentation, Channel Selection, MIS for Marketing Agriculture Inputs, Market Research, Market Planning, Marketing Strategy, Strategy Implementation, Communication strategy for Marketing Agriculture Inputs, Persuading Consumers for Agri-inputs, Product Development and Competitors’ Analysis, Corporate Farmers Partnership in Agriculture Input Marketing. Practical case analysis, case studies and presentations.

### **Books Recommended:**

1. Agricultural Marketing in India – S.C. Acharya & N.C. Agarwal
2. Marketing of Agricultural Products – R.L. Kholsa & Damey
3. Management of Agricultural Inputs – Samarendra Mohapatra

## **17. Retail Management:**

Introduction to Retail Management and definition of Retailing, Economic significance of Retailing, Retail Management decision process, Product Retailing vs. Service Retailing, Types of Retailers, Retail Environment, Indian vs. Global Scenario. The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation.

Store Location and Layout: Introduction, Types of Retail Stores location, Factors Affecting Retail location decisions, Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model. Retail Merchandising: Introduction, understanding Merchandising Management, activities of a Merchandiser, Retail Merchandising Management Process. Private Branding in Retail: Introduction, difference between a Private Brand and a National Brand, growth drivers of Private Label, Global Scenario of Private Labels, Indian Market Scenario, advantages and disadvantages of Private Label.

Integrated Marketing Communication in Retail: Introduction, understanding Integrated Marketing Communication, elements of Communication Process, Communication Plan - Integrated marketing process, tools of IMC, upcoming tools of IMC, factors influencing the increased use of sales promotion. Retail Pricing- Introduction, establishing Pricing Policies, factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing. E-Tailing, Role of Technology in Satisfying market demand, technology in Retail Marketing Decisions, Structure and Developments in E-tailing, factors Influencing the Growth of

E-Tailing, advantages & disadvantages of E-Tailing, Future of Electronic Retailing. Rural Retailing - Introduction, an Overview of the Indian Rural Market, role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, future of Rural retailing. Practical case analysis and presentations.

### **Books Recommended:**

1. Retail Management – Michael Levy & Barton
2. Retail Strategies – Understanding Why We Shop – Jim
3. Retail Management – Bajaj, Tuli & Srivastava

### **18. Research Methodology:**

Introduction to Research, it's meaning and types. Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.

Research Problem: Defining the Research problem; Management Decision Problem; Problem identification process; Components of the research problem. Formulating the Research Hypothesis: Types of Research hypothesis; Writing a research proposal- Contents and types. Research Design: Meaning, nature and classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design.

Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method. Attitude Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement.

Questionnaire Design: Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. Sampling: Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion.

Data Processing: Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data. Univariate and Bivariate Analysis of Data: Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response and with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data.

Testing of Hypotheses: Concepts, Steps and hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions. Chi-square Analysis and various Chi-square tests. Analysis of Variance.

Research Report Writing: Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.

**Books Recommended:**

1. Introducing Research Methodology: A Beginner's Guide to doing a Research Project
2. Research Design: Qualitative, Quantitative and Mixed Method Approaches – John W. Creswell
3. The Research Method Knowledge Base – William M.K. Trodim

**19. Managerial Analysis and Communication :**

Definition, Role, Classification and Importance – Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communication in management, Communication structure in organization, Communication in conflict resolution and Communication in crisis, Communication and Negotiation and Communication in a cross-cultural setting. Oral Communication, Conduct of Meetings – Procedure, Preparation of agenda, Minutes and resolutions, Conducting seminars and conferences, Procedure of regulating speech, evaluating oral presentation, Group Discussion, drafting of speech. Written Communication, Business Letters and Reports, Resume Writing – Application Letter – Interview Techniques – Body Language – Manners for Managers. Presentation skills, Employment communication.

**Books Recommended:**

1. Guide to Managerial Communication – Mary Munter (10<sup>th</sup> Edition)
2. Managerial Communication – Strategies and Applications – Hynes & Veltos (7<sup>th</sup> Edition)

**20. Summer Internship Project (6 weeks to 8 weeks)**

**Semester-III**

**21. Procurement & Supply Chain Management**

Introduction -Procurement Management (Quality, Quantity, Price, Source and Time), Types of Procurement in Agri Commodities -Procurement Strategies, Purchasing function, Effectiveness and Efficiency of Procurement Management in India -Procurement Management in Agro Processing Industries, Factors affecting organization and Management Structures -Procurement Strategies in Food Grains - Procurement Strategies in Perishables, Contract Farming, Logistics Management -Supply Chain in Procurement of Agri Commodities, Demand driven supply chains; Identity, preservation, Traceability and Project Work.

Introduction to Supply Chain Management. The management components of supply chain management. Eight supply chain processes. Electronically linking of the supply chain. Supply

chain performance measurement. Development and implementation of partnerships in the supply chain. Implementation of Supply Chain Management.

**Books Recommended:**

1. The Procurement and Supply Manager's Desk Reference – Fred Sollish & John Semanik
2. Essentials of Supply Chain management – Michael H. Flyos
3. Procurement Principles & Management – Peter Bailey & David Farms (11<sup>th</sup> Edition)

**22. Rural Marketing:**

Rural Markets – Characteristics and Environment of Rural Markets in India, Rural Marketing – Domain and Perspective, Rural Marketing framework for Managerial Action, Market Planning, Changing Profile of Rural Customers, Product Adoption, Strategic issues in Rural Marketing (product and Pricing), Marketing of Rural Products, Research in rural markets, Marketing of agricultural inputs and equipments, Marketing of consumer durables and non-durables, Marketing of services, Agricultural marketing and marketing of handicrafts and handloom products. Changing scenario of Rural Markets and Consumer choices in India. Practical case analysis and presentations.

**Books Recommended:**

1. Rural Marketing – Pradeep Kashyap
2. Rural Marketing – Challenges & Opportunities – Dinesh Kumar & Punam Gupta
3. Rural Marketing – N.V. Badi & R.V. Badi
4. Rural Marketing – Text & Cases – C.S.S Krisnamacharyulu & Lalitha Ramakrishnan

**23. Digital Marketing & E-Business**

Digital Marketing Fundamentals. Website Planning and Structure, Face book Marketing for Business, Google Ad words and PPC Advertising, YouTube and Video Marketing, E-mail Marketing for Business, Lead Generation & Marketing Automation, E-Commerce and Payment Gateway. Remarketing Strategies – Advance Level, Google Plus for Business, LinkedIN and Twitter Marketing, Google Analytics and Webmaster Tool, Search Engine Optimization (SEO), Affiliate Marketing & Google AdSense. Case Studies and Practical Assignments, Google Certification Program Training.

Introduction to e-Business - definition, classification, development and the economic influence of the e-business, E-business Network Technology, Basic knowledge to Computer Network, Internet/Extranet/Intranet, Webpage, Website. Unbundling the Corporation Rethinking the e-Business model. e-Stock and e-Supply Chain Management, key issues in 5 levels of IT-induced configuration. E-money and E-payment, different forms of e-payment, e-banking and issues of e-business implementation.

**Books Recommended:**

1. Integrated Digital Marketing – Eric Caplin
2. Social Media Marketing 2020 Mastery – Brandon J. Artley
3. The Zen of Social Media Marketing – Shama Hyder

## **24. International Agri-Food Trade:**

Importance of agriculture in development and trade, Inter-regional verses international importance of trade, case for free trade and for protectionism- globalization and agriculture – case of free trade for protectionism in case of agriculture.

Instruments of trade policy- Economic rationale and impact of tariffs - optimum tariff rate - quotas and subsidies – other instruments of trade policy - effective rates of protection. Trade policy of developing economies- Import substituting industrialization and export oriented industrialization. Brief history of GATT- provisions relating to agri-trade- factors leading to establishment of WTO- basic principles- functions and organization - Agreement on agriculture - main provisions - market access- domestic support - Overview of Foreign Trade and trade policy of India, Indian agricultural trade - trends and features, Agricultural Trade policy- objectives, Export and import procedures and documentations: Introduction to International Business- definition of international business and prerequisites to start export/ import business, economic and non-economic perspectives on gains from trade and food sovereignty. Analysis of the consequences of several types of trade policy using a 2-panel partial equilibrium trade model illustration; Description of the motivations for and limitations of six varieties of trade policies; Summarization of the views of multiple political constituencies regarding international food aid.

### **Books Recommended:**

1. Agricultural Trade, Policy Reference and Global Food Security – Kym Anderson
2. International Trade in Agricultural Products – Michael Reed
3. Global Marketing – Warren J. Keegan

## **25. Strategic Management:**

Environmental Analysis: Challenges for Top Management, Historical perspectives, Surprises. Mega, Macro and Micro Power Sector – Global and National. General / Immediate nature of external environment. Environmental scanning – Frame work profile of the environment. SAP / ETOP CORE COMPETENCY / KSFs. Strategic Planning Process, Enterprise level planning process, Corporate Planning, Strategic Planning Process, Component of Strategic Management process, Recent initiatives on Strategic Planning Formulation, Vision, Mission and values, SWOT Analysis, Strategic Choices: BCG, Competitive forces:3 and 5 forces, Strategy Implementation – Encompassing of Organizational Structure and Design, Resource allocation and control.

Strategic Leadership for Managing Change, understanding Leadership, Leadership Effectiveness, Leadership through spiritual intelligence, Strategies for managing dynamic change, Group Exercise – Strategic thinking, Benchmarking, Types of bench marking, Identifying relevant benchmarking practices – case study. Balance Scorecard, Importance of BSC in the changing scenario, Preparation of BSC – Group exercise, Performance Management System, Problem Solving and Action Plan. Strategic Planning in uncertain environment (Scenario Planning), Strategies for Networked World (Collaborative Business Models).

**Books Recommended:**

1. Business Strategy: Managing Uncertainty, Opportunity and Enterprise – J.C. Spender
2. Strategic Management – Formulation, Implementation and Control – John A. Pearce, Richard B. Robinson, Amita Mital (12<sup>th</sup> Edition)
3. Strategic Management - Wiley

**26. Seminars & Workshops****27. CSR Management and Rural Livelihood:**

Overview of Corporate Social responsibility, its evolution, various models, metrics and stakeholders as well as key issues in communicating CSR including the use of online communities. Understand the roots of CSR, critical elements of a CSR initiative, the CSR communication paradox, the implementation issues of a CSR initiative, Develop a strategic communication plan for CSR , Audit an existing CSR initiative. CSR initiatives in India, legal provisions as per Companies Act, 2013, penalties and it's implementation

Concept and definition of Rural Livelihood and indicators of rural livelihood. Levels of living, framework for livelihood analysis and livelihood strategies. Utilizing the framework for livelihood analysis. Lifelong learning/continuing education towards livelihood development. Status of living condition in rural India, Income and consumption pattern of rural people, Economic and social inequality.

**Books Recommended:**

1. CSR: Win Win Propositions for Communities, Corporates and Agriculture – S.P. Wani, K.V. Raju.
2. Agriculture and Rural Transformation – B.K. Jamir, M. Giribabu
3. India CSR Report: Trends and Prospects of CSR – Girija Srinivasan, N. Srinivasan

**28. Agri Warehousing & Collateral Management**

Warehouse functions, processes, organization and operations: Analysis of warehouse location, operations, management, controls, procedures, finance, security, cargo/materials handling and productivity.

Definition and Purpose of collateral and reasons for collateral becoming popular. Transaction Type Necessitating collateral 1– Secured cash borrowing and lending, Cash borrowing at CSDs and Custodians, Foreign exchange Transaction Type Necessitating collateral 2- Securities lending and borrowing, Repo, OTC derivatives, Types of Collateral Cash, Bond, Equity, Legal Protection- Necessity of legal protection, Master agreements and credit support annexes, Specific Clauses and implications for Operations. The Collateral life cycle 1, Collateral eligibility, Collateral selection and optimization, Calculating market value and collateral value, The Collateral life cycle 2, Revaluation margin calls, Thresholds, minimum transfer amount,

Agreeing collateral, settlement methods, Settlement instruction, successful and failed settlement.

**Books Recommended:**

1. The Definitive Guide to Warehousing – CSCMP & Scott B. Kellen
2. The Complete Book on Cold Storage, Cold Chain and Warehouse – NPCSC Board of Consultants & Engineers
3. Collateral Management: A Guide to Mitigating Counterparty Risk – Michael Simmons

## **29. Data Science and Business Analytics**

Learning and application of Advance Excel. Data Analysis in Excel - Data Analysis in Excel - I: Functions, Formulae, and Charts, Data Analysis in Excel - II: Pivots and Lookups, Analytics. Problem Solving- Business and Data Understanding, Data Preparation, Modeling, Evaluation and Deployment. Basics of SQL: Data Retrieval, Compound Functions, Relational Operators and Sorting, Exploratory Data Analysis - Problem Statement, Solution, Data Sourcing, Data Cleaning, Univariate Analysis, Segmented Univariate and Bivariate Analysis, Derived Metrics, Basics of Probability Discrete Probability Distributions, Continuous Probability Distributions, Central Limit Theorem and Hypothesis Testing.

**Books Recommended:**

1. Data Analytics for Beginners – Victor Finch
2. Data Analytics – Anil Maheswari
3. Business Intelligence, Analytics and Data Science – A Managerial Perspective – Pearson (4<sup>th</sup> Edition)

## **Semester-IV**

### **30. Innovation & Agri-preneurship**

**Exploring Innovations** - The processes used to explore innovations along with the technology, market and strategy dimensions as the innovation moves from idea to market.

**Executing Innovations** - The structures and incentives organizations must put into place to effectively allow talented individuals (from different functions) to execute innovation processes.

**Exploiting Innovations** - The strategies that a firm must consider to most effectively exploit the value of their innovation including innovation platforms that incorporate multiple product options, portfolios and standards.

**Renewing Innovations** - The processes, structures and strategies for exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations in the face of potentially disruptive innovations.

Views of Economists, Sociologists, Psychologists and Managers on making of an Entrepreneur. Role of entrepreneurs in socio-economic development of a country. Growth of entrepreneurship in India. Entrepreneurial competencies and skills: Meaning and components of entrepreneurial

competencies and developing competencies. Functions of an entrepreneur: Types of entrepreneurs, Entrepreneur vs Professional manager. Women Entrepreneur: Concept and functions of women entrepreneurs, Problems of women entrepreneurs and developing women entrepreneurs – recent trends. Factors influencing entrepreneurship: Individual factors, Environmental factors and Socio-cultural factors. Support systems. Entrepreneurial motivation: Motivating factors and achievement motivation. Entrepreneurial Mobility: Factors influencing mobility: Occupational Mobility and Location Mobility. Entrepreneurial Development Programmes (EDPs): Need and objectives of EDP: Course contents, phases and evaluation. Small Entrepreneurs: Government Policy for small scale industries (SSIs). Institutional Support systems for small entrepreneurs. (Role of DIC, SFCs, Commercial Banks, SIDBI, Entrepreneurship Development Institutes (EDIs). Road Map for setting up a new venture.

**Books Recommended:**

1. Innovation and Entrepreneurship – Peter F. Drucker
2. Entrepreneurship Development – Monica Loss, F.L. Bascunan
3. Innovation and Entrepreneurship – Arvind Kumar Bhatt

### **31. Agribusiness Marketing Model & Project Management**

Application of marketing and economic principles to decision making in contemporary agribusiness organisations. Marketing strategies, marketing research and information, segmentation and targeting, marketing mix and market plans within food, fiber, natural resource and production input industries. Professional selling skills and knowledge. Off-campus field assignments.

Concept of a Project & Project Management: Characteristic features of a project. Project Management vs. General Management. Project life cycle and its different phases. Project feasibility study: Market feasibility, Technical feasibility and Financial feasibility. Social Cost Benefit Analysis (SCBA): Basic concepts and rationale of SCBA. Meaning of Shadow price. Identification and quantification of different types of costs and benefits. UNIDO Approach and L.M. approach to SCBA. Social rate and discount. Shadow Price of foreign exchange and shadow price of wage rate. Pre-requisites for successful implementation of projects. Evaluation and appraisal of projects: Project appraisal techniques. Project Control: Reasons for ineffective project control, techniques of project control. Preparation of project proposals. Case studies.

**Books Recommended:**

1. Project Management – Absolute Beginner's Guide – Gregory Horine
2. Project Management – A systems Approach to Planning, Scheduling and Controlling

### **32. Dissertation**

**REGULATION & STRUCTURE OF  
THE MBA (AGRIBUSINESS) UNDER THE SEMESTER SYSTEM  
REGULATIONS**

1. The 2-Years MBA (Agribusiness), under CBCS, a two years full-time professional Degree Programme, shall have four semesters. After successful completion of four semesters, Degree will be awarded to qualified students.

**2. Duration:**

The duration of the programme shall be 2 years with 4 semesters. Odd semesters are from July to December (i.e. 1<sup>st</sup> and 3<sup>rd</sup> semesters) and even semesters are from January to June (i.e. 2<sup>nd</sup> and 4<sup>th</sup> semesters). The examination shall be held tentatively in the month of December and May for odd and even semesters respectively.

**3. Number of Papers (Semester wise):**

During the course a student has to take the following papers with marks along with their respective credits as given below:

Semester	No. of Papers	Credit	Marks
I	10	40	1000
II	10	40	1000
III	9	36	900
IV	3	12	300
TOTAL	32	128	3200

**4. Eligibility Criteria for Admission:**

Bachelor's degree in Agriculture Science or allied subjects from any Agricultural University or Bachelor's Degree or it's equivalent qualification in any discipline with 50% in aggregate(45% for SC/ST) from any Institution recognized by the ICAR/UGC/ AICTE. The selection would be based on the career, entrance score (CAT/MAT/Entrance Test conducted by Department) and Group Discussion & Personal Interview.

**5. Curriculum:** The two years MBA course shall be divided into four semesters each for duration of six months, viz.

1 <sup>st</sup> year	July-November	- 1 <sup>st</sup> Semester
	December-April	- 2 <sup>nd</sup> Semester
2 <sup>nd</sup> year	July-November	- 2 <sup>nd</sup> Semester
	December-April	- 4 <sup>th</sup> Semester

- 6. Summer Training:** At the end of the second semester a student has to undergo on the-job training during May-July in an organization for 6-8 weeks to gain practical insight into the real life business. During the summer training, he/she will prepare a report under the joint guidance of a company executive and an internal guide from among the faculty members of the department. The report shall be evaluated out of 100 marks. The evaluation will be carried out by the faculty guide and an external member.
- 7. Examination:** Each paper carries 100 marks. In case of a paper having practical element, theory will carry 70 marks and practical 30 marks. The practical examinations shall be conducted jointly by both the internal and external examiners.

Each candidate has to secure at least 40% marks both in theory and practical separately in a paper and 50% marks in the aggregate in order to pass. The class will be awarded as follows:

50% but less than 60%	- Second Class
60% and above	- First class

There shall be no provision for third class. Any candidate securing minimum 50% in the aggregate will pass.

A student securing less than 40% in any paper shall be allowed two changes to sit for the said paper in two consecutive examinations in that paper only in the respective End Semester Examination. Such students shall not be considered for drawing the merit list for the purpose of award of gold medals or any other medal of the university/department.

- 8. Evaluation Process:** The semester system of examination will have internal system of evaluation with the Board of Conducting Examiners constituted by the Teacher's Council of the department approved by the Board of Studies.
- 8.1 All the theory paper of 100 marks each will have the following components.
- |  |            |
|--|------------|
| A. Quiz/assignments/presentation/class participation/ Mid semester Exam etc. | - 30 marks |
| B. End Semester Examination  | - 70 marks |

**Note:**

- A. i) Quiz/Assignment/Presentation/Class Participation

The marks under this category will be awarded and calculated in the following manner.

- Calculate the average of best two out of a minimum of three Quiz/Assignment/presentation, etc. of 10 marks each conducted during the Semester (may be in decimal place)
  - Award class participation marks out of 10 (may be in decimal place).
  - Calculate the average of (a) & (b) above and round it up to the nearest whole number.
- ii) **Mid Semester Examination:** The duration will be of one hour and maximum marks 20 in each paper. The concerned faculty member will ensure that at least 30% coverage of syllabus prior to mid semester examination questions will be set from the portion covered. The questions will be set in such a manner that to answer them, knowledge of the syllabus will be required. There will be no repeat examination for the mid-semester examinations.

**B. End Semester Examination:** The End Semester examination will be held on Consecutive days. There will be one sitting per day. The duration of the examination will be three hours and the questions will be cover the entire syllabus.

8.2 The paper which has a practical component, the evaluation will be as follows:

A. Practical – 30 marks

Evaluation will be done jointly by internal and external examiners.

B. Theory – 70 marks

i) Mid semester examinations of 20 marks and I hour duration.

ii) End semester examination of 50 marks and 2 hours duration

## 9. Attendance

1. The CAM insists on attendance as per University Guidelines for all sessions and the students are advised to be punctual in attending classes, examinations, submissions of assignments, term papers etc. A faculty has the right to deny attendance to any student who comes late to the class. A faculty may refuse to accept assignments, term papers etc. when submitted after the due date.
2. Written attendance record shall be taken in each class session in prescribed format.
3. Absence without prior permission / intimation or unauthorized absence is considered to be a serious breach of discipline.

## 10. Conduct during Examination / for Assignments, term papers / Project work, etc.

- a) Students should report at the examination venue at least 15 minutes before the schedule time. Students will not be permitted into the examination venue after the question paper is distributed.
- b) Examinees are expected to bring their writing equipment / aids to the examination hall, as permitted by the Instructor. Exchanging / borrowing of writing equipment / aids from other examinees are ordinarily not permissible.
- c) Unless specifically permitted by the Examiner / Invigilator, use of pencil for writing answers is not acceptable. Answers should be legible and all answer-sheets must be properly page numbered and tagged / stapled.
- d) Any exchange of remarks, notes, gestures, communication in any manner with any other student or glances at another student's paper in examination hall will be considered as an attempt to cheat and will be treated as a malpractice. The invigilator can take away the answer paper immediately from the concerned student caught indulging in a **malpractice** during the examination and prevent him / her from completing the examination. CAM's Office is to be informed of the incident immediately after the examination. A student deliberately facilitating a malpractice for another examinee is also to be considered guilty of the malpractice as per University regulations.
- e) No examinee will be allowed to leave the examination hall before submitting the answer paper to the invigilator.
- f) Home assignments, project work, term paper, etc. presented to the instructor should be independent work of each student. Unless otherwise specified by the Instructor, collaboration in any form with others in writing of the home assignments, project work, term paper, etc., shall be

treated as a **malpractice**. Students are advised that they should not, in their own interest, communicate their written analysis or answers in a take-home assignment to other students. In such case, the instructor may downgrade the student in that component as he deems fit.

- g) Students must fill the particulars on the cover page of answer booklet before proceeding to attempt any question. The same is the case with every additional booklet. Students must stop writing, as soon as the invigilator signals the end of the time allotted for the examination.
- h) Answer books should be handed over to the invigilator once the student finishes the examination. It is the sole responsibility of the student to ensure that his answer book is promptly handed over to the invigilator.
- i) Any violation of the norms of examination will be considered a serious offence and an act of misconduct. In such an event, the student will be liable for forfeiture of the answer book and expulsion from the examination hall at once. If the offence adversely affects the reputation of the CAM and / or the fair conduct of the examination and / or the general discipline in the campus, the student will be liable for expulsion from CAM.
- j) Failure to follow the instructions contained herein as well as given in writing or verbally during the examination shall attract penalty as deemed appropriate by the instructor.

## 11. Grading System:

Grade Marks Secured from 100 Points

Outstanding	‘O’	100-90	10
Excellent	‘E’	89-80	9
Very Good	‘A’	79-70	8
Good	‘B’	69-60	7
Fair	‘C’	59-50	6
Failed	‘F’	Below 50	0

*N.B. A Candidate has to secure 40% or above to pass in each of the Papers*

A transitory letter grade I (carrying points 2) shall be introduced for cases where the results are incomplete. This grade shall automatically be converted into appropriate grade(s) as and when the results are complete.

A student’s level of competence shall be categorized by a GRADE POINT AVERAGE

to be specified as:

SGPA - Semester Grade Point Average

CGPA - Cumulative Grade Point Average

(a) POINT - Integer equivalent of each letter grade

(b) CREDIT- Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus.

CREDIT POINT - (b) X (a) for each course item

CREDIT INDEX -  $\sum$  CREDIT POINT of course items

GRADE POINT AVERAGE -  $\frac{\text{CREDIT INDEX}}{\sum \text{CREDIT}}$

SEMESTER GRADE POINT AVERAGE (SGPA) =  $\frac{\text{CREDIT INDEX for a semester}}{\sum \text{CREDIT}}$

CUMULATIVE GRADE POINT AVERAGE =  $\frac{\text{CREDIT INDEX of all previous semester upto a semester}}{\sum \text{CREDIT}}$

In addition to the points, marks / percentage would also be awarded and shall also be reflected in the Mark Sheet.

## **Guidelines Summer Internship Programme(SIP)**

1. SIP is an integral part of the 24 months MBA programme of CAM
2. The period for the training is two and half month's strating from 1<sup>st</sup> of April to 15<sup>th</sup> of June each year.
3. No student is allowed to change the organization of training assigned to him / her without prior written permission of the professor-In-Charge, MBA(Agribusiness). In case such a thing happens the summer training will be considered invalid.
4. The training is aimed at the following objectives:
  - a. To provide an extensive exposure to the student on hands on experience in a corporate environment.
  - b. To ensure that the corporate gets adequate return from the student in terms of the money and time they spent on them during the training so that there is a mutual return of experience and learning.
  - c. To provide a platform for the corporate to test the reliability, quality and performance of the student and make a match for final job offer later if they so deem fit.
5. During the training the student will be under the supervision of a person in the organization who will act as his corporate guide and will provide guidelines of the corporate work during the stay of the student with the organization. In addition to this each student will be assigned to a faculty guide. The student will be required to report to the faculty guide every week in a prescribed format given in annexure-I to these guidelines. The student is to meet the faculty guide before departing for the summer training and take necessary instructions from him / her.
6. The faculty guide will consult the corporate guide time to time for obtaining information on the progress of the student.
7. The students are required to abide by the rules of the organization where they are undergoing their training.
8. The corporate organization will be taking a strong view of the punctuality and behaviour of the student during the training and therefore the student will are required to be on their best behaviour and inculcate the good norms of the organization where they take the training.
9. In case a student has to take leave of absence, he / she has to take necessary permission from the organization and the faculty guide before they proceed on leave.
10. In case the students are to take up project based work at the instance of the companies they should conduct it to their best capabilities. Towards this end the faculty guide will be always available for advice and guidance.
11. No student should try to copy or use information in such a way that will project false and baseless conclusion for the company. All students are required to maintain strict confidentiality of any information they come across in the organization in course of their training. In case such malpractice is found out the student shall be duly penalized.

12. All students have to submit a Project Report at the end of the two and half months training. It is not necessary that the Report should be a mere statistical or analytical report. It could be a learning and experience sharing report too. Guide lines for writing an SIP Report is attached as Appendix-7. The project report will have to be certified by the organization. The Project Report should constitute the following parts / chapters.
13. Basic criteria for summer internships have to be followed by the candidates. Failing to do so would lead to termination of the student from the final placements. Any complaints from organizations where the student undergoes the project would automatically cancel the individuals SIP and final placements.
- Certificate from the organization
  - Certificate by the candidate
  - Acknowledgement
  - Contents
  - Executive summary
  - Introduction to the Organization
  - Work done by the student.
  - Conclusions and Recommendations.
  - Bibliography
  - Annexure would include financial data, Questionnaire etc.

1. The library will remain open on all working days except approved holidays. The general timings of library are from 11 am to 5 pm with a lunch break of one hour.
2. The books will be issued and / or returned from 10 am to 6 pm on all working days.
3. Borrowing Entitlement
4. Books can be borrowed only against proper identification.
5. Regular Issue & Return
6. Four books will be issued to a student at a time. Unless otherwise mentioned, books will be issued for a period of seven days. If however, a book, which has been borrowed by a student, is urgently required, the librarian may call back the book from the student earlier than 7 days. Books must be returned on or before the last date.
7. If a book is not returned on the due date, the borrower will have to pay an overdue charge at the rate of Rs.1/- per day for first five days and thereafter Rs.10/- per day. The overdue charges will be collected at the time of returning the book. However, repeated failure to return the books in time may lead to denial of borrowing facility for a period as deemed fit by the librarian.
8. Before borrowing a book, the Librarian should be informed of the loss immediately. If the book cannot be traced out within two weeks, the borrower will be asked to pay the replacement cost of the book.
9. In case the student loses a book, the Librarian should be informed of the loss immediately. If the book cannot be traced out within two weeks, the borrower will be asked to pay the replacement cost of the book.
10. One time renewal of the book is allowed. For subsequent renewal, books are to be presented physically. Request for renewal will be considered at the librarian's discretion. The following collections will not be issued out.

1. Magazines

2. Journals

3. Periodicals

4. Annual Reports

5. Government Publications

6. Newspapers

7. Students' Project Reports & Dissertations.

8. Reference Books and Journals

9. Rare books, references and unbound issues of journal/Periodicals will be issued out of the library to student

10. Only one book will be issued to each student.

11. If the reference materials are not returned within time, the borrower will have to pay an overdue charge of Rs.100/- per day.

12. The overdue charges will be collected at the time of returning the book. If a student fails to return the reference books within the due date repeatedly, he/she will not be given such books/ journals for overnight reading thereafter.
13. Folders, Files, other personal belongings and issued books etc. should be kept on the shelf provided at the entrance at their own risk. The Library is not responsible for any loss or damage to the same. However they can carry loose papers, laptop computer and notebooks.
14. Library is strictly meant for reading and referring books, magazines, periodicals, newspapers etc. Any activity other than this is strictly prohibited. Students are required to maintain the decorum & sanctity of library.
15. Strict silence is to be observed in the Library. Any one who violates this rule will be asked to leave the Library. No group studies in the Library / reading room are permitted.
16. Books or any other reading materials should not be taken out of the Library without the permission of the Librarian.
17. The Librarian may refuse Library facilities to any student, who violates any of the above rules, for a period as deemed fit.
18. If a student is found to have damaged and / or disfigured any library property he / she shall be subjected to a fine of two times the cost of the property.
19. Readers leaving the Library should allow the library staff to examine their belongings.
20. Books or other materials taken from the stacks should not be put back on the shelf by the readers but should be left on the table. It may be noted that a book misplaced is treated as a book lost.
21. Suggestions for purchasing the books and for improving the library services are always welcome.
22. The Librarian is the competent authority to enforce the rules as deemed fit from time to time any oversee the normal functioning of the library.

## **B. Discipline**

**Conduct:** CAM attaches great importance to integrity, good conduct and disciplined life. A sense of responsibility accompanied by a high degree of maturity is expected of all the students.

**Misconduct:** The following breaches of discipline are considered serious offence and will invite immediate temporary / permanent expulsion of a student from CAM.

1. A proven case of gross misconduct such as indulging in and / or inciting physical violence, riotous or disorderly behaviour, making threats in person or over telephone, fraud, misappropriation, embezzlement of funds, immoral activities directed at any student or staff or faculty of CAM.
2. Possession and / or use of illegal materials like narcotics, firearms etc constitute misconduct.
3. Smoking, consumption of alcoholic beverages and narcotic drugs are strictly prohibited in the institute. No person shall come to the Institute in an inebriated condition.

4. Creating any kind of parochial feeling leading to disharmony.
5. Engaged in any firm / organization under any authority or studying in another institute without written permission from the competent authority.
6. Engaged in Ragging as defined by the Authorities of the University.
7. Any other activity involving moral turpitude and against interest of the Institute or interest of public in general which may include behavioral aberrations outside the premises.
8. The following cases of indiscipline will also be treated as misconduct and will invite suitable punishments such as fine, suspension or even expulsion depending on the gravity of the misconduct.
9. Habitual late coming.
10. Absence from CAM without prior permission
11. Destroying/damaging/disfiguring/pilfering the property of CAM/Department/university.
12. Misbehavior with other students / staff of CAM/visiting faculty/guests.
13. Slander, Libel of any kind pertaining to CAM/visiting faculty/guests.
14. Any case of indiscipline will also be treated as misconduct and will invite suitable punishments such as fine, suspension or even expulsion depending on the gravity of the misconduct.
15. Any other act(s) considered as objectionable and not in conformity with the letter and spirit of disciplinary rules.
16. All cases of malpractice, misconduct and indiscipline shall be referred to a disciplinary committee constituted by the director.
17. The notice boards are to be used by the authorized persons to give relevant information concerning their areas of responsibility.
18. No student shall put up any notice on the board without authorization by the Course Head / or the competent authority.
19. No notice should be taken off the board while it is still relevant.
20. It shall be responsibility of students to be aware of notices that are issued from time to time. Not being aware about a notice shall not be a sufficient reason for non-receipt of any information.
21. Disfiguring, destruction of notice or any act mentioned hereinabove will be treated as misconduct and punishable as such.

**C. General Office Hours :-** Administrative office timings are from 10 am to 6 pm on all working days.

**ANTI RAGGING POLICY AS PER THE HON'BLE SUPREME COURT OF INDIA**  
**RAGGING CONSTITUTES ONE OR MORE OF ANY OF THE FOLLOWING ACTS AS PER**  
**THE UGC ACT:**

Any conduct by any student or students whether by words spoken or written or by an act which has the effect of teasing, treating or handling with rudeness a fresher or any other student; Indulging in rowdy or undisciplined activities by any student or students which causes or is likely to cause annoyance, hardship, physical or psychological harm or to raise fear or apprehension thereof in any fresher or any other student; Asking any student to do any act which such student will not in the ordinary course do and which has the effect of causing or generating a sense of shame, or torment or embarrassment so as to adversely affect the physique or psyche of such fresher or any other student; Any act by a senior student that prevents, disrupts or disturbs the regular academic activity of any other student or a fresher; Exploiting the services of a fresher or any other student for completing the academic tasks assigned to an individual or a group of students; Any act of financial extortion or forceful expenditure burden put on a fresher or any other student by students; Any act of physical abuse including all variants of it: sexual abuse, homosexual assaults, stripping, forcing obscene and lewd acts, gestures, causing bodily harm or any other danger to health or person; Any act or abuse by spoken words, emails, posts, public insults which would also include deriving perverted pleasure, vicarious or sadistic thrill from actively or passively participating in the discomfiture to fresher or any other student; Any act that affects the mental health and self-confidence of a fresher or any other student with or without an intent to derive a sadistic pleasure or showing off power, authority or superiority by a student over any fresher or any other student.

#### PUNISHMENT:

Depending upon the nature and gravity of the offence as established, the possible punishments as per UGC Section 9 for those found guilty of ragging at the institution level, shall be any one or any combination of the following: Suspension from attending classes Withholding / Debarring from appearing in any test/examination or other evaluation process Withholding results Debarring from representing the institution in any regional, national or international meet, tournament, youth festival, etc Suspension / expulsion from the hostel Cancellation of admission Rustication from the institution for period ranging.

From 1 to 4 semesters Expulsion from the institution and consequent debarring from admission to any other institution Fine ranging between Rs. 25,000/- and Rs. 1,00,000/- Collective punishment: when the persons committing or abetting the crime of ragging are not identified, the institution shall resort to collective punishment as a deterrent to ensure community pressure on the potential ragger.

#### **Appendix - I**

#### **INITIAL JOINING REPORT.**

01. Name of Student
02. Roll No.
03. Name of Company
04. Address for Communication
05. Project Title
06. Project Description
07. Date of Joining
08. Name of Project Guide
- a. Designation

- b. Address
- c. Telephone numbers
- d. Mobile number
- e. E-mail address

**Appendix-2**

**COMPLETION REPORT**

Name of the Student :

Roll No. :

Name of the Company :

I have completed the assignment(S) assigned to me at the Company on \_\_\_\_\_(date) and have handed over all reports, materials, files and books to the satisfaction of my project guide, departmental head and head of HRD. I have also discussed and submitted my final summer project to the company.

Signature of student.

Date

**Appendix-3**

**ASSESSMENT CERTIFICATE**

Mr./Ms \_\_\_\_\_ worked with our company for his/her summer internship from \_\_\_\_\_ (date) to \_\_\_\_\_(date). During this period his/her conduct was good. We have no complaints against him/Her in respect of his performance during the tenure of neither the training period nor any files, books, reports or any other materials of this organization issued to him/her during the summer internship is pending to be returned. No dues whatsoever is pending in his/Her name.

We wish him the best in all his / her endeavours.

Signature

Signature

Project Guide :

Departmental head :

Date :

Date:

In case the company or any of the two individuals wish to report a matter in a manner different from the certification above, the space provided below should be used.

Name :

Signature :

Date :

Submission schedule at CAM : At the time of the report submission.

#### *Appendix 4*

A Project Report is a written presentation of the work done by the students on a given assignment. It is important to bear in mind that even though the project report is submitted only at the end of any given assignment, in reality it is a culmination of continuous efforts on the part of the student.

**Writing a project Report:** The SIP requires submission of project report not just to CAM but also to the organization where the student is undergoing SIP. What follows is a general guideline on writing a project report.

The parts included in a report depend on the type of report you are writing, the requirements of your audience, the organization you are working for, and the length of your report. In a generalized sense an ideal project report should cover the following elements.

- |                                   |                            |
|-----------------------------------|----------------------------|
| i) Cover                          | ii) Title page             |
| iii) Acknowledgements             | iv) Table of Illustrations |
| v) Abstract                       | vi) Introduction           |
| vii) Main Text<br>Recommendations | viii) Conclusions and / or |
| ix) Appendices (if necessary)     | x) References              |

**i) Cover:** This is the first page of the report. It should contain the title of the report, name(s) of the author(s), name of the organization and the date on which it is submitted. The format of this page is given below and should be adhere to :

A REPORT

ON

(Title of the Project in CAPITAL LETTERS)

By

(The name of the Student)

(Name of the organization)

**ii) Title Page :** This element may contain the following information:

- a) Title of the report
- b) Name of the author
- c) Name of the authority for whom the report was written

d) Contract, project or job number (if any)

A REPORT

ON

(Title of the Project in CAPITAL LETTERS)

By

A report submitted in partial fulfillment of the requirement of MBA (Agribusiness) Programme of Centre For Agri- Management.

iii) **Acknowledgement:** There are many persons who may have helped you during the course of your project. It is your duty to acknowledge and thank them for their help. Customary, thanks are due to the following persons in the given order.

- a) Head of the Organization      b) Company Guide
- c) Faculty In – Charge          d) Others.

iv) **Table of Contents:** The main function of this element is to give the reader an overall view of the report. The main divisions as well as the subdivisions should be listed with the number of the page on which they first appear. It helps the readers locate a particular topic or sub-topic easily. While preparing the table of contents you have to bear in mind the following points about its layout.

- Level a 1" margin on the left and a 1" margin on the right, the top and the bottom.
- Write the phrase "Table of Contents" on the top centre in CAPITAL
- Write the number of the item to indicate the sequence of items. After number leave three or four space and then type the first heading.
- Indent second-order headings three or four spaces.
- Leave two spaces between main heading and one space between subheadings.

An example of a table of contents is given below. Observe that for numbering page up to 'Abstract' lower case Roman numerals have been used and from 'introduction' onwards Arabic numerals have been used.

TABLE OF CONTENTS

Acknowledgements

List of Illustrations

Abstract

1. Introduction

1.1) Purpose, Scope and Limitations

1.2) Sources and Methods

### 1.3) Report Organization

## 2. Industry Analysis

2.1 \_\_\_\_\_

2.2 \_\_\_\_\_

## 3. \_\_\_\_\_

3.1 \_\_\_\_\_

3.2 \_\_\_\_\_

**v) List of Illustrations:** A separate list of illustrations is given immediately after the table of contents in case of a large number of (more than ten) tables and figures. Its layout is the same as that of the table of contents and it gives information about the number, title and page reference of each illustration. If the number of illustrations is very large, divide it into two parts, namely, List of Tables, and List of Figures.

**vi) Abstract:** the abstract tells in concentrated form what the report is about. The purpose of the element is to enable the reader, to gather important information quickly without having to go through the whole report. An abstract should be self-sufficient and intelligible, without reference to any other part of the report. It is never intended as a substitute for the original document. But it must contain sufficient information to allow the reader to ascertain his / her interest.

**vii) Introduction:** The report is introduced in this element. It should contain the purpose of the report, limitations, scope of study, specifying its limitations, methods of collecting data and their sources, sufficient background materials, including literature survey to present the reader a clear picture of the work. An outline of the work should also form a part of the introduction.

**viii) Main Text:** This section discusses or describes the main business of the report. The main function of this part is to present data in an organized form, discuss its significance and analyze the results that flow there from. Usually it has several sections grouped under different headings and sub-headings. It contains

**i)** The experimental work / data collection,

**ii)** Method used

**iii)** The survey done,

**iv)** Description of activities,

**v)** Results obtained / illustrations,

**vi)** The discussion and interpretations etc.

**ix) Conclusions and / Or Recommendations** (if any): The conclusions and / or recommendations are based on the discussions and interpretations of the results obtained. It would be helpful to the reader if other possibilities pertaining to the stated conclusions and / or recommendations are discussed.

- x) **Appendices (if necessary):** The contents of an appendix are essentially those, which support or elaborate the matter in the diverts the attention of the reader from the main problem is generally put into the Appendix. We give below some items, which normally form part of the appendix. These are : (a) calculation sheets, (b) supplementary details of instructions, (c) flow charts, (d) computer programs (e) the questionnaire, (f) large maps, (g) samples of the work done, etc.
- xi) If the project itself is to make a computer program for some problem, then the flow chart and the computer program have to be in the main body of the report. You should decide the sequencing according to your own needs.
- xii) **Reference:** All reference should be given in this section. List references alphabetically by the author's last name or, when the author is unknown, by the title of the reference. We cite below two examples of writing references:
- i) Ages, Warren K., Philip H. Ault, and Edwin Energy. Perspectives on Mass Communication, 2<sup>nd</sup> ed. New York : Harper & Row, 2004 (for books).
- ii) "Time to Call in the Boss" Business Week, 27 July, 2006, 32-36. (For periodicals).
- xi) **Glossary (if necessary):** A glossary is a list of technical words used in the report and their explanation. However, if the number of such words is limited, they are generally explained in the footnotes.
- xii) Whether you should include a glossary in your report will depend upon who is going to read your report. If the reader's field of expertise is the one to which your report relates, there is no need for a glossary. But if the audience is drawn from other areas, it is advisable to give a glossary.

#### **Final Placement rules:**

- ✓ Each student will be given 4 GD / Interview chances for placement. Further, to be eligible for placement, one has to visit minimum five companies spanning different sectors and submit assignments in the institute format.
- ✓ The students, those who have not secured minimum 80% attendance in all papers are not eligible to sit in final placement.(1<sup>st</sup> , 2<sup>nd</sup> & 3<sup>rd</sup> semesters).
- ✓ The Students will not be a part of placement process once they get placement offer.
- ✓ All students placed or otherwise should sit for the corporate presentations at the time of placement. .
- ✓ Students getting final offer and confirming (in writing) to join a particular Organization will not be allowed to join any other Organization, stringent action may be taken in such cases.
- ✓ Organizations in the placement process are free to offer differential salaries to differently competent students, as they deem fit and proper. This rule is intended to make the students work hard at the institute to emerge professional and competitive and bag the best offers.

- ✓ CAM is not a placement agency. Placement is an outcome of competency and we groom students to reach the desired level of competence. Hence each student is eventually responsible for his/her placement by drawing upon the learning and other opportunities available at the institute. CAM can facilitate grooming for success and bring opportunities to its doorstep. The student should snatch it being competitive and competent.
  
- ✓ In the placement process, students will be asked to present their respective portfolios and theses as proof of their commitment and intensity to learn and also to infer their unique attributes as individuals and professionals. Each student has to submit portfolio showcasing his/her intensity of aspiration in a well researched prescribed format.

**MBA(AGRIBUSINESS)**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**UTKAL UNIVERSITY,VANI VIHAR,BHUBANESWAR**

**ACKNOWLEDGEMENT**

I, \_\_\_\_\_ have received the Manual of Policies and the Rules of CAM and have gone through it with utmost care and have understood its contents. I also hereby state and declare that after knowing and understanding the contents of the same clearly and fully, I hereby undertake that I will abide and adhere to the provisions mentioned in the said manual of Policies and the rules in letter and spirit and will do nothing, which would amount to contravene of any such provision that will bring disrepute to this CAM and the profession.

I undertake that I will attend the classes regularly and I understand that if my attendance falls below 90% in any subject then the Centre for Agri-Management reserves the rights to deny appearance in the final examination in that subject. I also understand that if my overall attendance in the programme falls below 90% then the Centre for Agri-Management has the authority to not to allow me to participate in the campus placement process, both for the summer as well as final placement.

I also undertake to keep CAM informed about any change of my residential address and mobile telephone number and also my local guardian.

I acknowledge the rights of CAM to change the existing provision of the Manual of Policies and Rules in the interest of the CAM.

Date:

Place:

*Signature of the Student*