

## **NET - ARS syllabus for Agricultural Business Management**

### **Unit 1: Organizational Behaviour and Human Resource Management**

The agribusiness system; management processes, planning, controlling, organizing, motivating and leading; decision making; managerial skills; level of managers; organizational context of decisions; decision making models; management by objectives; organizational culture; management of organizational conflicts; managing change; leadership styles; group dynamics; motivation. Human resource planning, job analysis and design; recruitment, selection, induction and placement; human resource training and development; management development; performance appraisal and job evaluation; wage and salary administration; promotion, transfer, separation, absenteeism and turnover, employee welfare and safety; morale; personnel supervision; styles; participative management; labour management relations; negotiation and negotiating skills; conflict management.

### **Unit 2: Managerial Accounting and Control**

Financial Accounting- Meaning, Need, Concepts and Conventions; Advantages and Limitations and Standards of financial accounting; The Double Entry System- Its Meaning and Scope, The Journal, Cash Book, Ledger, Trial Balance, Trading Account, Profit and Loss Account, Balance Sheet, Entries and Adjustments of different heads in different Books and Accounts; Analysis of Financial Statements- Ratios, Comparative and Common Size Statements, Cash Flow and Funds Flow Analysis. Cost Accounting – Significance of Cost Accounting; Classification of Cost; Marginal Costing and cost volume profit Analysis- Its Significance, Uses and Limitations; Standard Costing – Its Meaning, Uses and Limitations; Determination of Standard Cost, Variance Analysis- Material, Labour and Overhead; Accounting for Price Level Changes- Concepts, CPP and CCA Methods. Budget and Budgetary Control- Its Meaning, Uses and Limitations, Budgeting and Profit Planning,

Different Types of Budgets and their Preparations

### **Unit 3: Financial Management for Agri Business**

Fundamentals of accounting and book-keeping; objectives and functions of financial management; analysis of financial statements- balance sheet, income statement, cash flow statement; capital structure theories; concepts of components of working capital, managing working capital - cash management, dividend decision; capital budgeting, appraisal criteria Internal Rate of Return (IRR), Benefit Cost (B-C) ratio analysis. Importance of agricultural finance; rural credit structure-demand, supply, sources and forms; estimation of credit requirement; cost of credit/capital; credit appraisal- 3 Rs and 3 Cs of credit; reforms in agricultural credit policy; innovations in agricultural financing - microfinance, kisan credit cards; role of institutions in agrifinance - public and private sector banks; cooperatives, micro-finance institutions (MFIs), SHGs; international financial institutions; principles of agricultural financial management; successes and failures of co-operative sector in India.

#### **Unit 4: Agricultural Marketing Management**

Marketing in a developing economy; Indian marketing environment, structure, conduct and performance analysis; marketable and marketed surplus; marketing functions; channels in marketing, price spread and efficiency; wholesaling and retailing, consumer behavior; the buying process; marketing mix; marketing strategy; planning marketing mix; market segmentation; land targeting: marketing organization, marketing information system, marketing extension; rural retailing; international marketing and finance.

Agricultural marketing system, government interventions including regulated markets, procurement, buffer stock operations, co-operative marketing, price stabilization measures and policies etc.; Forward trading and futures market; Marketing of agricultural inputs; Rural marketing.

#### **Unit 5: Production and Operations Management**

Operations management of an agro-industrial unit including operations system and processes; productivity of operations; work force productivity; facilities management; operations planning and control; material and supply chain management; quality management.

#### **Unit 6: Managerial Economics**

Scope of managerial economics, objective of the firm and basic economic principles; Consumer theory. Demand analysis - meaning, types and determinants of demand; demand function; demand elasticity; demand forecasting-need and techniques. Production, cost and supply analysis- production function, least-cost input combination, factor productivities and returns to scale, cost concepts, cost-output relationship, Pricing-determinants of price - pricing under different market structures. The national income; circular flow of income: consumption, investment and saving: money-functions, demand & supply; inflation; economic growth; business cycles and business policies;

#### **Unit 7: Operations Research**

Linear Programming: Objective, Assumptions, Formulation of Linear Programming Problem, Graphic Method, Simplex method; Transportation and Assignment Problems; Inventory control Models, Costs Involved in Inventory Management, Types of Inventory; Waiting Line Models: Waiting Line Problem, Characteristics of a Waiting- Line System; Decision making under Risk and uncertainties, Decision problem; Game Theory - Two -Person Zero-Sum Game; Simulation; Network analysis –PERT & CPM.

#### **Unit 8: Agribusiness Environment and Policy**

Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country. Agribusiness – definition and nature, components of agribusiness management, changing dimensions of agricultural business. Structure of Agriculture - Linkages among sub-

sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector. Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries. Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy. Agricultural price and marketing policies; public distribution system and other policies. International trade- basic concepts, WTO and its implications for Indian Economy in general and agriculture sector in particular.

