

COURSE SYLLABUS

- **Management of Change in Service Organization**

The conceptual framework addressing the strategic importance of managing change and organization and development (OD) in various agencies, human service organizations, community organizations and other settings. Uncertainty, complexity and rapidly changing organizational environments create the necessity for organizations to respond to and effectively deal with turbulence and instability.

The capability of an organization's human resources to adapt to such conditions, adopt and successfully use new practices, technologies and develop ways of performing organizational tasks is vital to proactive and sustainable human service organizations. Managing change and OD are essential to these processes. Nature of change- Levels of Change- Types of change Resistance to Change- Organizational Development Programme.

Change Management- concepts and theories, the catalyst for change, Stakeholder change Management, The Change Elements – Impacts. Different types of change and the impacts on your organizational system, Organizational Structure & Roles, Leadership; Training & Education; Communication; Performance Management. Integration of Change Management and Project Management Methodology.

- **Wholesale Market Management and Pricing Mechanism**

Regulated Markets, Market Committees and Market Stakeholders :- Salient features of Agricultural Marketing Acts, Role and Functions of APMCs, Marketable and Marketed Surplus for crops of different categories of Farmers, Functions and types of wholesale Markets, APML, E-NAM.

Market Channel Management:- Types of distribution system, Decisions in Channel management, Meaning and Role of Merchant, Middlemen- Wholesalers/Retailers, Agent, Commission Agents/Arhtia, Brokers (Dalal), Speculative Middlemen, Facilitative Middlemen, Functions of Traders, Transporters, Hammals, Graders, Weighmen and Palledars, Financing, Factors affecting finance requirement, Banker/Warehousemen, role of wholesalers and Traders Association in agricultural marketing, processors, etc. Provisions in the Marketing Act related to market Stakeholders.

Marketing Management:- Selling Methods like, Mutual negotiation, Auction Systems, tender system, e-Trading, Futures and Forward Markets, Commodity Exchanges and their roles in marketing, Alternative Marketing methods like –Co-operative Marketing, Group Marketing, Direct Purchase Centers, Private Market, Farmer- Consumer Markets, Contract Farming etc. Estimation of marketing costs, margins and farmers share in consumer's price for agro-commodities.

Pricing System:- Price discovery in existing marketing system, Support Price Scheme, Marketing efficiency Conducting Surveys for marketing of Agro commodities, techniques and methodology of survey, statistical methods of sampling, guidelines for drafting reports, estimation of Marketable Surplus and Marketed Surplus, post-harvest losses, price behavior, economics of storage, survey for market development projects, evaluation and feasibility studies, etc.

- **Market Infrastructure : Planning, Designing and Maintenance**

General factors in market planning and design:- Food Distribution in the Rural and Urban Planning Context, analysis of requirement, Major Influences on Market Planning, Design Approach and Options, the Site Location and Planning Strategy, Utilization of Space in Markets, the Market Master Plan.

Evaluation of Market Development Options:- Options for Development Appraisal Methods and Tools for Economic and Financial Analysis, which technique to use to evaluate, Evaluation of Wholesale Markets, Estimating Development Costs, Social and Environmental Impact of Marketing Projects.

Further steps in the Design Process:- Programming Requirements, Involvement of Market Users – the Participatory Planning Process, Surveys for Development, Development Preconditions.

General Issues:- General Issues are relating to all Market Types, Rural Primary Markets, Rural Assembly Markets, Urban Wholesale Markets & Food Centers, and Urban Retail Markets.

Market Operational Issues:- Improving existing market infrastructure, Market Management and Operating Procedures, Operational and Technological Changes, the Activities to be Incorporated, Institutional Arrangements, and the Market as a Business.

- **Logistics and Supply Chain Management for agricultural commodities**

Understanding the Supply Chain:- The objectives of the supply chain, decision phases in a supply chain, process views of a supply chain, competitive and supply chain strategy, drivers of supply chain:- Facilities, Inventory, Transportation, Information, Sourcing.

Designing Distribution Networks:- Role of distribution a supply chain, factors influencing, distribution network, managing risk in supply chain.

Aggregation Planning in a Supply Chain:- Role of aggregation planning in supply chain, aggregation planning, strategies, role of IT in aggregate planning, Inventory planning.

Managing Economy of Scales and Managing Uncertainty:- Warehouse/Storage-Meaning and Role, Importance of Storage & Warehousing risk in storage, role of warehouseman, Negotiable Warehouse Receipt & its uses. Licensing procedures for traders and commission agents etc. Procedure for allocation of shops, Dispute settlement, Logistics & Transport Supports, Importance of Processing & Selling Value Added Products.

System of licensing, Regulation of warehouses, WDRA, role and functions of WDRA Pledge Finance Scheme of MoA, GoI, WDRA Accreditation of Warehouses, Other Marketing institutions i.e. FCI, CWC, SWC, MMTTC and STC.

- **Financial Skills for managing wholesale market**

Introduction to accounting for agriculture wholesale markets:- Activities associated with marketing financial analysis functions, Methods involved in marketing financial analysis, Basic Financial Analysis Methods, Other performance measures, Budgeting and forecasting.

Financial, Managerial Accounting and Reporting:- The basic principles, Use of the accounting equation to find profit, Manufacturing account, Trading account, The profit and loss account, The balance sheet, Stocks and work-in progress, The interpretation of company accounts-ratio analysis, The main types of ratio, Other useful ratios, Financial measures of business unit performance.

Cash Flow Accounting and Budgeting:- Capital budgeting versus current expenditures, the classification of investment projects, the economic evaluation of investment proposals, Net present value vs. internal rate of return.

Sources of finance:- Sources of funds, Ordinary (equity) shares, Loan stock, Retained earnings, Bank lending, Leasing, Hire purchase, Government assistance, Venture capital, Franchising.

- **Agricultural Marketing Reforms : Laws and Acts**

The Role in Agricultural Marketing System:- Law functions in relation to agricultural marketing, Laws regulating in participation in markets, laws applicable to commodities traded, laws affecting the market place, price control, laws affecting access to credit and capital, laws regulating transaction between participants.

Agriculture Marketing Reforms:- Need for Market Reforms, Rationale behind Model Agricultural Produce Markets Act Significance & Salient features of Model Act,

Major issues in implementation of Model Act and the methods of addressing them, Some of the Reforms brought by different States, APMC and Contract Act, E-NAM.

- **Food Safety and Post Harvest Management**

Importance of Post Harvesting Management:- Meaning of Grading and Standardization, Importance of grading in agricultural marketing, Benefits of Grading, Methods of Grading, Need and importance of Primary Value Addition like Cleaning, Drying, Curing, etc. Grade Standards such as, FSSAI, Agmark, ISI/BIS, Standards adopted for purchase/procurement by NAFED/FCI/CWC/SWC/Other institutions, Defense grades, FAQ standards, Codex standards, Global GAP.

Introduction to Food and Food Safety:- Food additives, Contaminates, Hazards, Types of Food Hazards, Food Safety Management System, Label, Risk, Risk Analysis & Management, Food Adulteration, Food Standards, Codex Evolving global context for food safety, Food Safety systems in developing countries, GAP Certification and Traceability, Licensing and registration of food business, Food Safety Standard Act, 2006.

Meaning of Quality:- Quality Characters, Quality Attributes, Measurement of quality attributes, Setting of Food Testing Lab & its essential requirements, Importance of Quality Assurance. Quality Assurance of Cereals and pulses, Oil Seeds, Contaminants and controls, Food Import/Export inspection and certification systems, Meaning & Importance of Labeling & Branding Procedure & Methods of Labeling & Branding.

- **Management of Storage, Transportation and Packaging for agricultural commodities**

Storage: Meaning and Need of Storage, Risk in Storage, Various types of storage; warehouse, cold storage, CA storage, rural godown, storage structure including Scientific Storage, Management of storage, accreditation of warehouse, negotiable warehouse receipt system.

Transportation: Importance of Transportation, Reduction, loss during the transportation, storage protection while transportation, various types of transportation, cost effective transportation methods for rural area.

Packaging: Meaning of Packaging, Various types of packaging, Bulk packaging, Retail packaging, Damages, Suffered by Packaged Produce, Cost Effective Package, Prevention of Injuries, Selection of Package, Size and Shapes of Packaging, Cost effective packaging, Eco friendly packaging, packaging rules and regulations for domestic market and international market, international norms for packaging.

- **Human Resource Management in Service Organizations**

Human Resource Development and Management:- Human Resource Management: Definition, Objectives & Responsibilities, HR Management: Overview, HR Management: HRM versus HRD (Development), HR Management: HRM in Today's Workplace, Generational Values in the Workplace; Differences and Dominant Values, Major Job Attitudes: Satisfaction, Commitment, And Engagement & More, Concept of HRD; Goals of HRD; Performance Appraisal, Potential appraisal and development, Performance Counseling, Rewards, Employee Welfare. Motivation, Morale and Incentives: Theories of Motivation; Concept of Morale; Factors determining morale; Role of Incentives in Building up Morale.

Structure and Model of Agri-marketing Organizations with functions, management of agri-marketing personnel, role of leadership, motivation and human relations in improving organizational efficiency, various communications methods, effective coordination of various marketing functions, management of finance, man-power, hygienic conditions in the markets & Waste Management and food supply chain management. Thought and the Patterns of Management Analysis, Management and Society.