

HIMACHAL PRADESH UNIVERSITY

Department of Inter-Disciplinary Studies (DIS)

(UGC Centre of Excellence)

(NAAC Accredited 'A' Grade University)

Gyan Path, Summer Hill, Shimla-5



With

NATIONAL COUNCIL OF RURAL INSTITUTES

Department of Higher Education

Ministry of Human Resource Development

Government of India



Rural Resilience Indian Excellence

CURRICULUM FOR M.B.A. (RURAL DEVELOPMENT)

2019-2021

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BACKGROUND

68.4% of India's population lives in the rural areas, but contributes only 37% to the country's GDP. From 80% village population we have declined to 68.8%, showing a steady trend of migration from rural to urban areas in search of work and better quality of life. The urban rural divide exists in areas like access to basic amenities like drinking water, power supply, pucca households, sanitation and quality education. Nearly 300 million people in India are poor and have a per capita income of less than Rs. 5000 a month. The causes of rural poverty are manifold, primarily due to climatic, economic, social (low skills and education) and demographic reasons. In the face of this growing rural poverty leading to distress, the society cannot turn a blind eye. A collaborative effort from various stake holders including institutions of higher education is a must on both the rural development and economic fronts.

INTRODUCTION

The rural economy of course has a vast potential for development through micro, social and innovative enterprises. Higher education Institutions must contribute in this rural socio-economic development through capacity building and human resources development in the critical areas on market linkages, rural entrepreneurship, rural technology development, microfinance, livelihoods and skill development, natural resources management, management of agriculture and technical assistance in the areas of health, education, and management of village administration and in sanitation and infrastructure development.

Thus a rural management programme developed with a multi-disciplinary approach incorporating the elements of rural development, social work and management aspects will equip the student to tap the emerging and growing opportunities in the public and private domain in the rural sector.

The first year of the programme can teach the general principles of management covering the core subjects to provide the students with the basic analytical, decision making and inter personal skills. Thus many topics of the first year of the programme can be common for both PGDM and PGDRM. The context and the focus must be rural.

This programme also stands out for its field exposure content and tenure. It has three field exposure visits for students, covering a Government Organization, an NGO and a commercial rural enterprise like a co-operative or social business enterprise. These days, vast online repositories through university libraries and other digital media provide a unique ability for Higher Education Institutions to share success and failure case studies and experiences with communities in ways that were unimaginable prior to the 1990s.

KEY FEATURES

The following core characteristics form the basic frame work of the community based learning model which are prime factors that are considered while developing the curriculum.

Contemporary, relevant, and complete Curriculum: A curriculum must reflect the conditions of the present society and economy and must incorporate the latest trends and developments in them. A multi-disciplinary approach incorporating all the elements of rural development, community development and planning, community resilience, rural management and social entrepreneurship, will equip the student to tap the emerging and growing opportunities in the public and private domain in the rural sector.

Inclusive and equitable: "A curriculum must promote inclusive and equitable quality education and promote lifelong learning opportunities for all," UNESCO.

Voice and Choice: In Rural Management, learning tasks are active processes and they allow students to take an active role in the decision making process while performing these tasks.

Personal and Public Purpose: In Community Engagement process, the learning goals connect personal achievement to public purpose through community engagement. There is a balance between education and development.

Practical and Competency Based: A rural management course curriculum provides framework for continuous community interaction, to provide student with real life exposure to the challenges of the rural lives and enables him/her to develop competencies of knowledge, skills and values to address these problems in a holistic way.

Assessment and Feedback: In transacting Rural Management Course, there is an administration of ongoing assessment supported by mentoring that gives students the opportunity to learn from their successes and failures. It also gives an insight into their prevailing standards and the understanding the gap between the current and expected standards.

Resources and Relationships: Community partnerships increase the community resources and community relationships which are utilized by students during learning and action, making it interactive, real time learning.

Integrated Courses: The first year of the programme can focus on integrated courses which will perform the dual functions of introducing students to the management principles in the different functions as well as introduce students to the rural environment using the management principles.

CURRICULUM DESIGN

- Programme Objectives
- Rationale
- Course Outline, Practicum Details and Assessment
- Course Topics, Pedagogy and Credits
- Outcomes
- Career Options
- References

PROGRAMME OBJECTIVES

The following Objectives have been framed for the proposed curriculum.

1. To understand the past and present perspective of rural development and rural management and its role in the future transformation of India.
2. To study and understand the changing profile of rural India in terms of consumption patterns, land use patterns, technology in agriculture, cropping, lifestyle, living standards, settlement patterns, livelihoods, environment and natural resources, healthcare and education and general levels socio-economic development.
3. To develop an understanding of management of various aspects of rural management including marketing, communication, financial management, human resource management, project management and monitoring and evaluation of Government and Non-Government schemes, projects and interventions.
4. To understand and learn various research methodologies and data analytics for the social sector.
5. To study rural infrastructure needs and align them with the budgets and programmes.
6. To understand the new village technology interface in terms of information, participatory processes, mainstream and alternative technologies in agriculture, rural livelihoods and industries and communication.

7. To outline the various employment programmes and their mandate. To understand the various farm based and non-farm based livelihoods of village communities and to find solutions to enhance their incomes and quality of life.
8. To orient the students into handling susceptibility of rural communities to impending emergencies arising out of natural and manmade disasters, climate variability and motivating them into assuming eco responsibility.
9. To provide practical opportunities for students for participation in rural community mobilization.
10. To equip students to find write detailed research reports based on grass root level problems and provide recommendations based on research conducted in various subjects in rural studies.
11. Create interface programs with public representatives and district authorities for MPLADS/MLALADS/CENTRAL/STATE Government schemes, so that the students understand the functioning of the rural development programmes and management of them.

RATIONALE

Rural Management and Development can be a big game changer for rural communities. Though traditional extension and outreach programs are desperately trying to bring in the desired outcomes are just not sufficient to bridge the gap between the demand for technically qualified professionals in rural management (to be supplied by the higher education institutions) and the current availability of rural managers. What is required is an approach that extends beyond service and outreach to actual 'engagement'. By this, we mean that there is a need to move from a model of 'public service' where universities do things for 'passive & needy public', to one of 'public work that taps, engages and develops the civic agency, talents and capacities of everyone, inside and outside the academy". Therefore, the requirement of today is an 'engaged model of university outreach' which is far more collaborative than the customary conventional approach.

Hence, higher education which is generally organized into highly specialized disciplines requires a paradigm shift towards a more systemic perspective, emphasizing collaboration, cooperation and partnership (UNESCO Chair, 2015). There is an urgent need to promote rural community-student engagement through the Rural Immersion Camp, Village Visit, and Village Study, Inputs for instilling Rural Resilience, Climate Change Adaptation and Eco Responsibility.

The various forms of community engagement are: (PRIA, 2014):

1. Linking 'formal' learning and the local community
2. Researching with the community
3. Sharing knowledge with the community
4. Designing new curriculum and courses
5. Involving local practitioners as trainers
6. Social Innovation by students

COURSE OUTLINE

SEMESTER-I		Theory	IA/F.W	Total
MBA (RD)-101	PRINCIPLES OF MANAGEMENT	60	40	100
MBA (RD)-102	ECONOMICS OF RURAL DEVELOPMENT	60	40	100
MBA (RD)-103	RURAL DEVELOPMENT AND RURAL SOCIETY	60	40	100
MBA (RD)-104	ACCOUNTING FOR MANAGEMENT	60	40	100
MBA (RD)-105	BASIC COMMUNICATION AND PRESENTATION SKILLS	60	40	100
MBA (RD)-106	BASIC STATISTICS	60	40	100
MBA (RD)-107	VILLAGE STUDY PROGRAMME/ FIELD WORK - PHASE-I (Research Methodology-I = 50 Marks + Field Work = 50 Marks)	50	50	100
Total		410	290	700
SEMESTER-II		Theory	IA	Total
MBA (RD)-201	FINANCIAL MANAGEMENT	60	40	100
MBA (RD)-202	DEVELOPMENT ADMINISTRATION & PANCHAYATI RAJ INSTITUTIONS	60	40	100
MBA (RD)-203	RURAL DEVELOPMENT AND POVERTY ALLEVIATION	60	40	100
MBA (RD)-204	RURAL MARKETING MANAGEMENT	60	40	100
MBA (RD)-205	HUMAN RESOURCE MANAGEMENT	60	40	100
MBA (RD)-206	AGRI-BUSINESS MANAGEMENT	60	40	100
Total		360	240	600
SEMESTER-III		Theory	IA	Total
MBA (RD)-301	PROJECT MANAGEMENT	60	40	100
MBA (RD)-302	DYNAMICS OF DEVELOPMENT	60	40	100
MBA (RD)-303	RURAL BANKING AND MICRO FINANCE	60	40	100
MBA (RD)-304	PSYCHOLOGICAL PERSPECTIVES ON DEVELOPMENT	60	40	100
MBA (RD)-305	RURAL LIVELIHOODS	60	40	100
MBA (RD)-306	RURAL INDUSTRIALIZATION AND ENTREPRENEURSHIP DEVELOPMENT	60	40	100
MBA (RD)-307	VILLAGE STUDY PROGRAMME/ RURAL INTERNSHIP PROGRAMME - PHASE-II (Research Methodology-II = 50 Marks + Internship = 50 Marks)	50	50	100
Total		410	290	700
SEMESTER-IV		Theory	IA	Total
MBA (RD)-401	CLIMATE CHANGE & DISASTER MANAGEMENT IN MOUNTAIN AREAS	60	40	100
MBA (RD)-402	INFORMATION & COMMUNICATION TECHNOLOGY AND RURAL DEVELOPMENT	60	40	100
MBA (RD)-403	ORGANIZATIONAL BEHAVIOUR	60	40	100
MBA (RD)-404	NATURAL RESOURCE MANAGEMENT	60	40	100
MBA (RD) 405	<ul style="list-style-type: none"> ▪ RURAL FARM MANAGEMENT; ▪ MANAGEMENT FOR SOCIAL EMPOWERMENT; ▪ SMALL SCALE INDUSTRIES. (Any one from the above option)	60	40	100

MBA (RD) 406	<ul style="list-style-type: none"> ▪ GLOBAL ECONOMIC ENVIRONMENT ▪ CORPORATE SOCIAL RESPONSIBILITY ▪ RURAL TOURISM and RURAL TOURISM ENTREPRENEURSHIP <p>(Any one from the above option)</p>	60	40	100
	Total	360	240	600
MBA (RD)-407	PROJECT WORK		100	100
Grand Total I to IV Semester			2700	

COURSE TOPICS, PEDAGOGY AND CREDITS

TERM I	COURSE TITLES	PEDAGOGY/TEACHINGMETHODOLOGY	CREDITS
	STUDENT ORIENTATION PROGRAMME TO M.B.A. IN RURAL DEVELOPMENT	Presentations, Classroom lectures and group discussions. Psychometric analysis for rural management preparedness.	
1	PRINCIPLES OF MANAGEMENT	Classroom teaching, Case Studies, Group Discussions.	4
2	ECONOMICS OF RURAL DEVELOPMENT	Classroom teaching, Case Studies.	4
3	RURAL DEVELOPMENT AND RURAL SOCIETY	Classroom teaching, Case Studies.	4
4	ACCOUNTING FOR MANAGEMENT	Classroom teaching, Case Studies.	4
5	BASIC COMMUNICATION AND PRESENTATION SKILLS	Classroom teaching, Discussions, Role Play and Presentations with video recording.	4
6	BASIC STATISTICS	Classroom teaching, Case Studies.	4
7	VILLAGE STUDY PROGRAMME/ FIELD WORK - PHASE-I (Rural Immersion Camp Village Field Experience- 3 Weeks + 1 week Village Visit in the first month of the programme)	Classroom teaching, Case Studies (Field Work)	4
	Total		28
TERM II	COURSE TITLES	PEDAGOGY/ TEACHING METHODOLOGY	CREDITS
1	FINANCIAL MANAGEMENT	Classroom teaching, Case Studies, Field Visits.	4
2	DEVELOPMENT ADMINISTRATION & PANCHAYATI RAJ INSTITUTIONS	Classroom teaching, Case Studies, Field Visit.	4
3	RURAL DEVELOPMENT AND POVERTY ALLEVIATION	Classroom teaching, Case Studies, Field Visits.	4
4	RURAL MARKETING MANAGEMENT	Classroom teaching, Case Studies, Field Visits.	4
5	HUMAN RESOURCE MANAGEMENT	Classroom teaching, Case Studies.	4
6	AGRI-BUSINESS MANAGEMENT	Classroom Teaching, Field Visit and Case Studies.	4
7	FIELD EXPERIENCE:		4
	Total		28

TERM III	COURSE TITLES	PEDAGOGY/TEACHING METHODOLOGY	CREDITS
1	PROJECT MANAGEMENT	Classroom teaching, Case Studies, Field Visits.	4
2	DYNAMICS OF DEVELOPMENT	Classroom teaching, Case Studies.	4
3	RURAL BANKING AND MICRO FINANCE	Classroom teaching, Case Studies, Field Visits.	4
4	BEHAVIOURAL SCIENCE	Classroom teaching, Case Studies	4
5	RURAL LIVELIHOODS	Classroom teaching, Case Studies, Field Visits.	4
6	RURAL INDUSTRIALIZATION AND ENTREPRENEURSHIP DEVELOPMENT	Classroom teaching, Case Studies, Field Visits.	4
7	VILLAGE STUDY PROGRAMME/ RURAL INTERNSHIP PROGRAMME - PHASE-II (Rural NGO Experience in Rural development in areas like livelihoods, education, healthcare, technology or natural resources management - 1 month)	Classroom teaching, Case Studies, Field Visits (Field Work)	4
	Total		28
TERM IV	COURSE TITLES	PEDAGOGY / TEACHING METHODOLOGY	CREDITS
1	CLIMATE CHANGE & DISASTER MANAGEMENT IN MOUNTAIN AREAS	Classroom teaching, Case Studies.	4
2	INFORMATION & COMMUNICATION TECHNOLOGY AND RURAL DEVELOPMENT	Classroom teaching, Case Studies.	4
3	ORGANIZATIONAL BEHAVIOUR	Classroom teaching, Case Studies.	4
4	NATURAL RESOURCE MANAGEMENT	Classroom teaching, Case Studies.	4
5	RURAL FARM MANAGEMENT (OPT-1) MANAGEMENT FOR SOCIAL EMPOWERMENT (OPT-2) SMALL SCALE INDUSTRIES (OPT-3) (Any one from the above option)	Classroom teaching, Case Studies.	4
6	GLOBAL ECONOMIC ENVIRONMENT (OPT-1) CORPORATE SOCIAL RESPONSIBILITY (OPT-2) RURAL TOURISM and RURAL TOURISM ENTREPRENEURSHIP (OPT-3) (Any one from the above option)	Classroom teaching, Case Studies.	4
7	Project Work		4
			28

COURSE DETAILS

MBA (RD) - 101 PRINCIPLES OF MANAGEMENT

MODULE 1	CONCEPTS OF MANAGEMENT: Concepts, nature, significance and scope of Management; Management Process; Schools of Management thoughts; Functional dimensions of Management.
MODULE 2	PLANNING: Meaning, nature and importance; Purpose and Process; Methods of Planning; Decision Making and management by objective.
MODULE 3	ORGANIZATION: Nature and importance of organization; organizations, Organization Theories; Organizational Structure and Organizational Culture and Management Ethos; Staffing and Human Resource Development; Authority and Responsibility.
MODULE 4	DIRECTING: Communication, leadership and motivation;
MODULE 5	CONTROLLING: Nature and Process of Control; Important Devices tool of control; Social Responsibility of Business; Management in the future

SUGGESTED READINGS

1. Kapur, S.K. Principles and Practice of Management, S.K. Publishers, New Delhi
2. Prasad, L. M. Principles and Practice of Management. Sultan Chand and Sons, New Delhi
3. Ramnarayan S., Rao, T.V. and Singh, K. Organizational Development Intervention and strategies, Sage Publication New Delhi
4. Srinivasan, R. and Chunawalla, S.A. Management Principles and Practice. Himalaya Publishing House New Delhi
5. Terry and Franklin, Principles of Management. AITBS Publishers & Distributors, Delhi
6. Thripathy, P.C. and Reddy, P. N. Principles of Management, Tata McGraw Hill, New Delhi
7. Rao, VSP, Principle of Management, Himalayan Publishing House, New Delhi
8. Rao, S. Management Theory & Practices, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

**Distribution
of Marks**

**Total
marks**

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

5 x 12=60

60

60 Marks

MODULE 1 ISSUES & CHALLENGES BEFORE RURAL SOCIETY

Composition of Rural Population (rural work force, problems of unemployment & underemployment, conditions and problems of agriculture labor); Main fractures of rural economy; Changing Scenario of Rural Economy in India; Health services in rural India, Rural Health Care; Health and Nutrition Status in Rural India, Drinking water and rural sanitation, Health Care: Planning and Management

MODULE 2 CONCEPTS & TECHNIQUES: Meaning and scope of Economics; Fundamental concepts of micro and macro-economics.

MODULE 3 DEMAND ANALYSIS: Demand concepts, Utility analysis, Indifference curve, Elasticity of demand and estimates, Demand forecasting.

MODULE 4 PRODUCTION AND COST THEORIES: Production theories; Cost theories, Cost estimation.

MODULE 5 PRICE – OUTPUT DECISIONS: Perfect Competition and Monopoly; Monopolistic Competition and Oligopoly, introductory idea about input-output and linear programming techniques

SUGGESTED READINGS

1. Adhikar, M. Business Economics. Excel Books, New Delhi
2. Atmanand, Managerial Economics. Excel Books, New Delhi
3. Baumol, W. J. Economic Theory and Operations Analysis. Prentice Hall of India
4. Chaturvedi, D.D. Gupta, S.L. and Pal, S. Business Economics. Galgotia Publishing Company.
5. Chopra, O. P. Managerial Economics. Tata McGraw Hill
6. Dwivedi, D.N. Managerial Economics. Vikas Publishing House, New Delhi
7. Keat, Paul. G. & Philips K. Y. Young, Managerial Economics. Pearson Education, New Jersey
8. Koutsoyiannis, A. Modern Micro Economics. Macmillan, New York
9. Mehta, P.L. Managerial Economics. Sultan Chand & Sons, New Delhi
10. Migrom. P. & Roberts J. Economics, Organizational and Management. Englewood cliffs, New Jersey, Prentice Hall of India, New Jersey
11. Mithani, D. M. Managerial Economics. Himalaya Publishing House, Bombay
12. Mote & Paul, Managerial Economics. Tata McGraw Hill
13. Pal, Managerial Economics. Macmillan India Ltd., Chennai
14. Singh, B. Managerial Economics. Excel Books, New Delhi
15. Wilkinson, N. Managerial Economics- A Problem-Solving Approach. Cambridge University Press

NOTE OF PAPER SETTER:**Questions type / Style**

Questions type / Style	Distribution of Marks	Total marks
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Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)	5 x 12=60	60
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60 Marks

MBA (RD)-103 RURAL DEVELOPMENT AND RURAL SOCIETY

- MODULE 1 INTRODUCTION TO RURAL DEVELOPMENT:** Meaning and definition of rural development, Importance, Scope and Basic Elements of Rural Development, Growth Versus Development; Development and Change; History of Rural development in India (Trusteeship, *Sarvodaya* and Non-violence); Causes of Rural Backwardness; Constraints in Rural Development; Need and Strategies of Rural Development.
- MODULE 2 APPROACHES TO RURAL DEVELOPMENT:** Community Development, Sectoral Approach, Participatory Development Approach; Gandhian Approach (Gandhian Concept of Rural development, Gram, Swaraj, Principles underlying Gandhian Plan, Village Self-Sufficiency and Gandhian Approach for Community Development), Rural Development and Five Year Plans
- MODULE 3 RURAL SOCIETY IN INDIA:** Meaning & Characteristic of Rural Society; Importance of Rural Society; differences between rural and urban societies, rural social structure & caste system in India; Important Rural Social Institutions: Family, marriage, religion, Occupational structure (primitive and modern) of rural society, Indian Village; Types of villages.
- MODULE 4 SOCIO-CULTURAL CHANGE IN RURAL INDIA:** Socialization, Social Control Features of rural society – caste, education, gender, and their changing pattern over time, Impact of Industrialization, Modernization, Urbanization, Globalization on Rural Society. Land Reforms and Agrarian movements in India, Social change and social stratification in India. Hierarchy of rural development PRIs, Block, District and State level. Concept of *Sanskritisation*, Westernization and Secularization.
- MODULE 5 SUSTAINABLE RURAL DEVELOPMENT:** Concept and principles of sustainable development - approaches to ecological sustainability; Strategies for promoting Sustainable Development, Sustainable Agricultural Practices, Organic farming; Sustainable rural livelihood and its Diversification.

SUGGESTED READINGS

1. Chauhan, M. S. Dangi, K.L. Maheshwari, A. and Mundra, S. N. Handbook of Rural Sociology. Agrotech
2. Desai, A. R. Rural Sociology in India. Popular Prakashan Ltd. Mumbai
3. Desai, A. R. Rural Sociology in India. Popular Prakashan, Bombay
4. Desai, I. P. and Chowdhary, B. History of Rural Development in India.
5. Desai, V. Rural Development. Himalaya Publishing House
6. Diwan, J. Fundamentals of Rural Sociology. Cyber Tech Pub
7. Jaypalan. N. Rural Sociology. Atlantic Publisher, New Delhi
8. Sharma, K.C. Rural Sociology in India, Rural Publication, New Delhi
9. Shrinivas, M.N. Dimensions of social change in India. Allied Publishing, Bombay
10. Singh, K. Rural Development Principles, Policies and Management. *Sage Publications, Pvt. Ltd*
11. Srinivas, M. N. Social Change in Modern India. Popular Prakashan, Bombay
12. K.V.Sundaram, M.Moni, Arityumjay M Jha.() natural Resources Management and livelihood Security. Survival strategies and sustainable Development.

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-104 ACCOUNTING FOR MANAGEMENT

- MODULE 1** Meaning, scope and objectives of accounting, Accounting principles Accounting cycle, Journal, Rules of debit and credit. Relationship between journal and ledger, Trial balance, Sub-division of journal, Three-column cash book, Bank reconciliation statement.
- MODULE 2** Final accounts (relating to sole proprietor) manufacturing account, Trading account, Profit and loss account, Balance sheet, Cash flow statement. Ratio analysis of financial statements.
- MODULE 3** Cost Account, meaning objectives, financial accounting Vs cost accounting, Advantage of cost accounting, Methods of costing, Types of costing, Cost centers, Profit centre, Cost units, Concept of cost and classification of costs and preparation of cost sheet.
- MODULE 4** Concept of marginal cost. Cost behavior: fixed, variable & semi-variable costs, contribution, B.E.P, P/V ration, Margin of safety, Advantage and limitations of marginal costing.
- MODULE 5** Concept of budgeting, Concept of budgetary control objectives and functions of budgeting. Budgeting process, types of budgets: Fixed and flexible budgets.

SUGGESTED READINGS

1. Juneja, C. M. Chawla, R. C. and Saxena, K. K. Double entry bookkeeping, Kalyani Publishing House, New Delhi.
2. Grewal, T. S. Double Entry Book keeping, Sultan Chand & Co., Ltd. New Delhi\
3. Arora, MN, Accounting for Management, Himalayan Publishing House, New Delhi
4. Arora, MN, Cost Accounting Theory & Problems, Sultan Chand & Sons, New Delhi
5. Khan & Jain, Cost Accounting, Tata McGraw Hills, New Delhi
6. Srinivasan, NP, Murugem S. Accounting for Management, Sultan Chand & Sons, New Delhi
7. Rao, M E &Thukaram, Accounting for Managers, New Age International Publisher, New Delhi
8. Jain SP &Narang, K L, Financial Accounting, Sultan Chand & Sons, New Delhi
9. Madegowda, J, Accounting for Managers, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD) -105 BASIC COMMUNICATION AND PRESENTATION SKILLS

- MODULE 1 PRINCIPLES OF COMMUNICATION** – Communication as coding and decoding – Signs and symbols – Verbal and non-verbal symbols – Language AND communication; language VS communication – media/channels for communication
- MODULE 2 TYPES OF COMMUNICATION-** Functional, Situational, Verbal and Non-verbal, Interpersonal, Group, Interactive, public, mass line, dyadic – with illustrations. LSRW in Communication – Listening – active vs passive (Talk less, listen more); Speaking - Speech vs enunciation (mind your tone); Reading –Focus on the structure not on the theme alone; Writing – Precise, not only précis writing
- MODULE 3 INDIVIDUAL COMMUNICATION** – Self advertising – Over stating and under stating – Overcoming shyness – Writing curriculum vitae, Statement of Purpose – Talking about oneself; interview. Intermediary Communication – Overcoming mental blocks, prejudices and hotspots of the addressee – telephone, teleconferencing, web chat – greeting, introducing –memos, reports, minutes, business correspondence.
- MODULE 4 SOCIAL COMMUNICATION** – Etiquette in LSRW – Polite yet assertive, Tackling questions, Seeking permission, Expressing gratitude – Gender fair language – Discourse and transactional analysis – Empathy.
- MODULE 5 GENERAL COMMUNICATION SKILLS FOR PRESENTATION** – Content matching and language matching for specific audience – etiquette, clarity – delivery – use and abuse of hitech aids. Professional Communication Skills for Presentation – Technical presentations – too much or too little use of technology – Turn taking – Effective not offensive or defensive handling of questions

SUGGESTED READINGS

1. Hall and Shephard. The Anti-Grammar Grammar Book: Discovery Activities for Grammar Teaching. Longman
2. Hewings, Martin. 1999. Advanced English Grammar: A Self-Study Reference and Practice Book for South Asian Students. Reprint 2003. Cambridge University Press. New Delhi
3. Lewis, Norman. 1991. Word Power Made Easy. Pocket Books
4. Monippally, Matthukutty. M. 2001. Business Communication Strategies. 11th Reprint. Tata McGraw-Hill. New Delhi
5. Sasikumar.V and P.V. Dhamija. 1993. Spoken English: A Self-Learning Guide to Conversation Practice. 34th Reprint. Tata McGraw-Hill. New Delhi
6. Swets, Paul. W. 1983. The Art of Talking So That People Will Listen: Getting Through to Family, Friends and Business Associates. Prentice Hall Press. New York
7. Raydu, C.S., Communication

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD) -106 BASIC STATISTICS

- MODULE 1: UNIVARIATE ANALYSIS:** Meaning, concept, Need and applications of inferential statistics in managerial decision-making; Presentation of statistical data, Measures of central tendency: Mean, Median and Mode and their implications
- MODULE 2:** (a) **MEASURES OF DISPERSION:** Range, Mean deviation, Standard deviation, Coefficient of Variation (C.V.), (b) **SKEWNESS and KURTOSIS.**
- MODULE 3: BIVARIATE ANALYSIS:** Correlation, Meaning and types of correlation, Karl Pearson and Spearman rank correlation, Regression; Meaning, Regression equations and their application.
- MODULE 4:** (a) **TIME SERIES ANALYSIS:** Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. (b) **Index Numbers:** Meaning, Types of index numbers, uses of index numbers, problems in the construction of index numbers, Construction of Price, Quantity and Volume indices: - Fixed base and Chain base methods.
- MODULE 5: PROBABILITY AND THEORITICAL DISTRIBUTION:** Concept of probability and its uses in business decision-making; Addition and multiplication theorems; Bayes' Theorem and its applications. Probability/Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions.

SUGGESTED READINGS

1. Bamberger Michael, Integrating Qualitative and Research in Development Projects, World Bank, New York
2. Berg, B. L. Qualitative Research Methods for the Social Sciences. Boston: Allyn and Bacon.
3. Berry, W.D., & Lewis-Beck, M.S. (Eds.) New Tools for Social Scientists: Advances and Applications In Research Methods. Beverly Hills: Sage.
4. Elhance, D.N. Fundamentals of Statistics, Kitab Mahal
5. Gupta, S. C. An Introduction to Statistical Methods. Sultan Chand & Sons
6. Kalton, G. and Moser, C.A. Survey Methods in Social Investigation, English Language Book Society and Heineman Education Books, London
7. Simon L. Julian, Basic Research Methods in Social Science, Random House, New York.

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-107 VILLAGE STUDY PROGRAMME/ FIELD WORK - PHASE-I

- MODULE 1 INTRODUCTION TO RESEARCH:** Meaning of research, types of research, research process, applications of research in social and business sciences, features of a good research study.
- MODULE 2 RESEARCH PROBLEM FORMULATION AND RESEARCH DESIGN:** Defining research problem, identification of research problem, components of research problem, writing a research proposal, meaning of research design, nature and classification of research design, research design methods
- MODULE 3 RESEARCH DATA COLLECTION, MEASUREMENT AND SAMPLING:** Classification of data, types of data collection, types of measurement of data, basic concepts of sampling, types of sampling, sampling error, sampling design and determination of sampling size.

Field Visit/Training

Content

1. Appraisal and assessment of natural, physical, social, cultural, human, (**Social mapping, Resource mapping, base line Survey**)
2. Identification of Developmental-Livelihood opportunities in the Village (**Focus Group Discussion**)
3. Documentation of Resources of the studied Village: Socio-Cultural, agriculture/ horticulture, house structure, fairs or festivals, water, land and forests etc. (**Photography/ audio or video**).
4. **Report Submission and Seminar presentation.**

This is a field based practical course.

Evaluation will be done by a team of participating Faculty, based on students' participation in field work and its documentation.

SUGGESTED READINGS

1. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, Tata Mcgraw Hill.
2. U.K.Srivastava, G.V.Shenoy, and S.C.Sharma – Quantitative Techniques for managerial decisions, New Age International, Mumbai
3. C.R.Kothari, Research Methodology and Techniques, 2/e, VishwaPrakashan
4. William G. Zikmund, Business Research Methods, Thomson
5. D.M.Pestonjee, (Ed) Second Handbook of Psychological and Social Instruments
6. Amir D. Aczel and Jayavel Soundarpandian, Complete Business Statistics, Tata Mcgraw Hill
7. C.B.Gupta and Vijay Gupta, An Introduction to Statistical Methods, 23rd Revised Edition, Vikas Publishing House

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt four questions in all) and one compulsory question from any module

Distribution of Marks	Total marks
3 x 15=45	45
1X5=5	5

50 Marks

MBA (RD) 201 FINANCIAL MANAGEMENT

- MODULE 1** **FINANCIAL MANAGEMENT:** Concept – Goals – Functions – Concepts of value and return: Time value of money – Compounding and Discounting – Risk and return trade off.
- MODULE 2** **INVESTMENT DECISION:** Concept – Nature of Capital Budgeting, Evaluation; Techniques, Pay back, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques – Capital rationing – Concept and Measurement of Cost of Capital – Specific and Overall cost of Capital
- MODULE 3** **FINANCIAL DECISIONS:** Types and sources of long term capital, Capital Structure – Meaning, financial leverage and operating leverage – Capital Structure theories: Net income approach, Net operating income approach, Traditional approach, MM Hypothesis - Determinants of capital structure.
- MODULE 4** **WORKING CAPITAL MANAGEMENT:** Working Capital – Concept, need determinants – estimation of working capital – Components of working capital : Cash, Inventory and Receivables , Working capital financing : Trade Credit, Bank finance and Commercial papers.
- MODULE 5** **DIVIDEND DECISIONS:** Issues in dividend policy, Walter’s Model, Gordon’s Model M. M. Hypotheses – Objectives of dividend policy – Practical considerations – Forms of dividend.

SUGGESTED READINGS

1. James C. Van Horne, Financial Management and Policy. Prentice Hall of India, New Delhi.
2. Johnson, R.W. Financial Management. Prentice Hall of India.
3. Brigham, E. F. Financial Management – Theory and Practice. Dryden Press, Illinois
4. Pandey, I. M. Financial Management. Vikas Publishing House, New Delhi
5. Khan and Jain, Financial Management. Tata McGraw Hill, Bombay.
6. Munshi, K. G. Financial Management Techniques. Arina Publishers, New Delhi
7. Bowlin, Guide to Financial Analysis. Tata McGraw Hill Bombay.
8. Chandra, P. Financial Management Cases, Prentice Hall, Delhi.
9. Peterson, Financial Management and Analysis. McGraw Hill Publications, New York.
10. Prasanna, C. Financial Management; Theory and Practice. Tata McGraw Hill, Publications; New Delhi.
11. Bhalla, V.K. Financial Management and Policy: Text and Cases. Anmol Publications, New Delhi.
12. Maheswari, S.N. Financial Management: Principles and Practice. Sultan Chand & Sons, New Delhi.
13. Srivastava, R M, Financial Management, Himalayan Publishing House, New Delhi
14. Raddy, S. Financial Management, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-202 DEVELOPMENT ADMINISTRATION & PANCHAYATI RAJ INSTITUTIONS

- MODULE 1 HISTORICAL PERSPECTIVE:** Historical perspective & emergence of concepts of the State, Government and Administration; Theory of Public Administration and evolution of Development Administration.
- MODULE 2 CONSTITUTION OF INDIA:** The structure and function of Union and State Government; Union & State Legislative, Executive and Fiscal relationships; Judiciary, Audit and Accounts and other Institutional frame work of Governance;
- MODULE 3 DEVELOPMENT ADMINISTRATION:** Important elements of Development Administration; Participation, Devolution, Decentralization, Process of empowerment and consensus Orientation; Rule of law and Coordination; Transparency, integrity and vigilance; Responsiveness – Orienting institutions and processes to serve all stakeholders; Equity (Economic, Social, Ethnic and Gender equity); Efficiency and Effectiveness (*Poverty reduction, employment generation, accelerating production and productivity – sustainability based development programmes – planning, implementation, monitoring and evaluation*); Accountability of decision-makers and organizations to people as also to institution’ stakeholders.
- MODULE 4 DISTRICT ADMINISTRATION:** Evolution of District Administration, structure and functions, accountability of District level development Departments- Role of District Magistrate/District collector vis-à-vis various Departments’ hierarchies; Overview of the importance of various District level committees/Institutions; 20 Point Committee, District Consultative and Coordination Committees, DRDAs, District Planning committees and Programme based Special Committees – Functions village level Govt. functionaries.
- MODULE 5 LOCAL SELF-GOVERNMENT IN INDIA:** Panchayati Raj Institutions and Urban Local Bodies, Emergence of the concept of Decentralized Governance and the Institutions in urban and rural areas; - Mandatory features of the (I) Constitution of India (73rd Amendment) Act, 1992 (ii) Constitution of India (74th Amendment) Act, 1992 and (iii) The Provision of Panchayat (Extension to scheduled Area) Act, 1996, and variations in the conforming State Laws; Constitutional provisions under (a) 5th schedule (b) 6th schedule (c) 11th schedule and (d) 12th schedule of the Indian constitution (impacts and implications); Composition, functions and powers of - State Election Commission; State Finance Commission, District Planning Committee and Accounts and Audit authorities

SUGGESTED READINGS

1. Basu, D.D. Introduction to the Constitution of India. LexisNexis Publisher, Gurgaon, India.
2. Ed. Schunrman F. J. Globalization and Development studies. Sage Publications, New Delhi.
3. Five Year Plans (Approach Paper and Documents)
4. Mahajan, G. The Multicultural Path: Issues of Diversity and Discrimination in. Democracy. Sage Publication, London.:
5. Nagvi, S. N. H. Development Economics: Nature and Significance, Sage Publication, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

- MODULE 1 INEQUALITY AND POVERTY IN INDIA:** Meaning, types and effects of poverty, poverty in rural backwardness in India. Poverty measurement and *Niti Ayog* in India, Nutrition norms for poverty line. Poverty Alleviation Programs- A Retrospect; Self-employment, Wage employment and Extra-structure development in India
- MODULE 2 NEED FOR RURAL DEVELOPMENT PROGRAMMES:** Evolution of rural development programs in India; Need for a Rural Development Policy; Rural Development & food security; Rural Development Policies in India; Globalization and Rural Development; Critical Review of India's strategies of Rural Development
- MODULE 3 FINANCE FOR RURAL DEVELOPMENT IN INDIA:** Policy and schemes of-NABARD, DRDA, NIRD & SIRD, Council for Advancement of People's Action and Rural Technology; *Khadi* and Village Industries Commission.
- MODULE 4 SOCIAL SECURITY DEVELOPMENT SCHEMES:** IRDP; Rural employment assurance scheme, MNREGA; *Kisan Samman Nidhi Yojana*, *Shram Yogi Maan-dhan Yojana*, *Krishonnati Yojana-Green Revolution*, Rural housing programmes (IAY, AAY & PAY etc.); Sanitation in India; Rural and Urban: *Swachhat Bharat* Mission (TSC), PM Social Security Schemes; *Pradhan Mantri Gram Sadak Yojana*. Health Programmes (NRHM), *Ayushman Bharat Abiyaan*, *Stree Swabhiman* initiative, PM *Surakshit Matritva Abhiyan*, ICDS and Mid-Day Meal, *Janani Suraksha Yojana*
- MODULE 5 GENDER IN DEVELOPMENT:** Status of women in rural society (economic, political, health and educational status); Development planning and women; Status and role of women in rural development programmes in India; Health and family welfare programmes, *Stree Swabhiman* initiative, RCH programmes in India.

SUGGESTED READINGS

1. Agrawal, A.N. India Economic Problem of Development and Planning. WishwasPrakashan, New Delhi.
2. Arora, R.C. Integrated Rural Development. S. Chand & Co. Ltd, New Delhi
3. Datt, R. & Sundharam, K.P.M. Indian Economy. S. Chand & Co. Ltd, New Delhi.
4. Jhah, A.M., Baviskar, B.S. and Ramaswary, E.A. Social structure and change: Women in Indian Society. Sage Publications, New Delhi
5. Khanna, B.S. Rural Development in South Asia. Deep and Deep Publisher, New Delhi.
6. Kohli, A. The State and Poverty in India. Cambridge University Press, Cambridge
7. Mehta, B.C. Rural Poverty in India, Concept, Pub.
8. Riddell, R. and Robinson, M. Non-governmental organizations and rural poverty alleviation
9. Sen, A. Resources, Value and Development. Basil Blackwell, New York.
10. Singh, K. Rural Development Principles, Policies and Management. Sage Publications Pvt. Ltd

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-204 RURAL MARKETING MANAGEMENT

- MODULE 1 RURAL MARKETING:** Definition, Objectives, functions; Accelerated growth and importance of Rural Market. Factors accelerating growth; Classification of inflow marketing and out Flow marketing in rural Sector. Principles, procedures and processes of Rural Marketing Management and applications of systems approach; Market structure; market classification & price determination, Rural Marketing strategy and implementation of the principles of Marketing Mix.
- MODULE 2 MODERN AND TRADITIONAL SYSTEM OF RURAL MARKETING:** Historical perspective of *Haats*, *Bazaars* and *Melas* (their role as the hubs of rural economy); Laws regulating the conduct of business there in and also facilitating their modernization and expansion, Spatial issues and Management practices.
- MODULE 3 CONSUMER BEHAVIOUR:** Understanding consumer behaviour; Psychological Issues in Consumer Behaviour; The implicit consumer cognition; the nature and role of affect in consumer behavior; Consumer attitudes and behavior; Motivation and goals in consumption. The Self and Social in Consumer Behaviour: Dynamics of relationship between Brands and identity; How products prime social networks; Family consumption decision making and Consumer socialization.
- MODULE 4 RURAL MARKET PRODUCTS:** (I) Consumer goods, (ii) Consumer durables (iii) Agricultural Inputs, (iv) Capital goods, and (v) Transportation good of Distribution strategies and Channel Management.
- MODULE 5 RURAL MARKET INTELLIGENCE, AND MARKETING INFORMATION SYSTEM:** Market Research, Survey Techniques, Report writing; State Market Intervention Operations, State Procurement, Minimum Support Price, Statutory Minimum Price, State Advised Price and price Management by the Union and State Governments.

SUGGESTED READING

1. Aakar, D. A Strategic Market management.
2. Peter, A. Marketing Techniques for Analysis and Control.
3. David, L. Kurtz. Marketing
4. Ed. Sahoo S.C., Sinha, P.K. Emerging Trends in Indian Marketing.
5. El. JagdishSheth L AtulParvatiyar Handbook of Relationship Marketing.
6. Ganguly, A.S. The Growing Rural Market Market in India.
7. Manoria, C. B. Marketing in India.
8. Kotler, P. Marketing Management.
9. Sonal Kumar & Velayudhan Rural Marketing.
10. Stanton, W.J. Fundamentals of marketing.
11. Krishnamurthy, K. Introduction to Rural Marketing, Himalayan Publishing House, New Delhi
12. Bedi&Bedi, Rural Marketing, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks	Total marks
5 x 12=60	60

SECTION-B

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

60 Marks

MBA (RD) 205 HUMAN RESOURCE MANAGEMENT

- MODULE 1 HUMAN RESOURCES MANAGEMENT (HRM):** Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal. Human Resources Development in India: evolution and principles of HRD, HRD Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management: Nature of Strategies and Strategic Management, Strategic; Management Process – Environmental Scanning, Strategy Formulation, implementation and evaluation.
- MODULE 2 MANAGING HUMAN RESOURCES INFLOW IN RESOURCING PLANS;** Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources & Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.
- MODULE 3 PERFORMANCE MANAGEMENT:** Concept, Philosophy, process: performance management appraisal: team performance management and evaluation. Compensation and Rewards management in Reward strategies and philosophy; HRM approach to rewards management
- MODULE 4 STRATEGIC MANAGEMENT:** HRM values and employee relations; change management; creating employee commitment through the HRM approach; HRM and culture management; Employee's involvement and participation in decision-making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting.
- MODULE 5 DISCIPLINE AND GRIEVANCE PROCEDURES:** Definition, Disciplinary Procedure, Grievance Handling Procedure; Industrial Relations: Nature, importance and approaches of Industrial Relations; Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation–lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

SUGGESTED READINGS

1. Kenneth Andrew, A Concept of Corporate Strategy.
2. Gary Dessler HRM
3. Decenzo and Robbins HRM
4. Aswathappa, K. Human Resource and Personnel Management. Tata McGraw Hill
5. Rao, V.S.P. Human Resource Management, Text and Cases. Excel Books.
6. Ivansevich , Human Resource Management. Tata McGraw Hill.
7. Dessler, Human Resource Management. Prentice Hall
8. Bernardi, Human Resource Management. Tata McGraw Hill.
9. Sardi, S. Human Resources Management in India, Himalayan Publishing House, New Delhi
10. Rao, S. Human Resources Management, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD) 206 AGRI-BUSINESS MANAGEMENT

- MODULE 1** **INTRODUCTION:** Theory of agro production, production relationship (factor-product relationship), factor – factor relationship, Product – product relationship, cost relationship and profit maximization.
- MODULE 2** **AGRICULTURE MARKETING:** Agricultural output marketing: Product - promotion, vertical integration; Pricing and developing marketing strategy for selected commodities; agricultural output marketing: Marketing channels; decision-making on procurement of raw materials, processing, and inventory management.
- MODULE 3** **FINANCE FOR AGRICULTURAL PRODUCTION AND MARKETING:** Role of external finance for agricultural production, marketing and processing rationale for and concepts and methods of appraising working of capital requirements of agro-marketing and processing.
- MODULE 4** **BUSINESS DEVELOPMENT STRATEGIES:** Advertising-Symbols and advertising; meaning, modes of advertising; their advantages & disadvantages; communicational and advertising; Factors influencing decision-making of consumers; Creative strategy and message construction.
- MODULE 5** **STRATEGIC MEDIA USAGE:** Product analysis and message construction; Message strategy; Media-message Interaction; Media and media choices; Campaign planning; Media budgeting, Layout and artwork; Preparation of contact report; Functioning of art directors in campaign planning; Role of account executives; Presentation of advertising campaign.

SUGGESTED READING

1. Bradford, Lawrence, & Glenn, Farm management analysis. John Wiley & Sons.
2. Johl&Kapur, Fundamentals of farm business management. Kalyani Publisher.
3. Kotler, Roberto & Nancy, Social marketing. Sage Publication.
4. Krishnamacharyulu& Ramakrishnan, Rural marketing: Text and Cases. Pearson, Education Asia.
5. Malhotra, N. K., Marketing Research: An applied orientation. Pearson Education Asia.
6. Mentzer&Bienstock, Sales forecasting management.
7. Rajagopal, Organising rural business: Policy, planning, and management. Sage Publication.
8. Sadhu & Singh, Fundamentals of agriculture economics. Himalaya Publishing House.
9. Nagraj, H.L. Agricultural Business Management, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style	Distribution of Marks	Total marks
Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)	5 x 12=60	60
		60 Marks

MBA (RD)-301 PROJECT MANAGEMENT

MODULE 1	PROJECT MANAGEMENT: Concept of Project, Programme and ongoing activity; concept of rural Project Management; Special feature of rural Environment;
MODULE 2	RURAL PROJECT MANAGEMENT: Functional Dimensions; Project Management Cycle - Planning and the first tasks of Management; Support studies; Project Environment; Identification; Feasibility studies
MODULE 3	PROJECT DESIGNING: Logical framework (Plan of work, Work analysis, Scheduling, Tentative plan of work – Monitoring and control)
MODULE 4	SCHEDULING OF ACTIVITY: Networks, Assumption in PERT Modeling, Time-cost Tradeoffs, Linear Programming, and Network Flow Formulations, PERT/COST Accounting, Scheduling with limited resources, Resource Planning, Resource Allocation, Project Schedule Compression, Project Scheduling Software, Precedence Diagrams, Decision CPM, Generalized Activity Networks, GERT, Estimation of Project Costs, Earned Value Analysis
MODULE 5	PROJECT APPRAISAL: Methods and their merits; Participatory Project planning Monitoring Project Progress, Project Appraisal & Selection, and Recent Trends in Project Management.

SUGGESTED READING

1. Austin Vincent, Rural Project Management. Batsford Academic and Educational Ltd., London
2. Cleand David, I. System Analysis and Project Management, McGraw- Hill Publisher, New Delhi 1988
3. Goel, B. B. Project Management – A Development Perspective , Deep & Deep, New Delhi
4. Kapoor, V. K. Operation Research, Sultan Chand and sons Publishers
5. Maylor Harvey, Project management Pitman Publishing
6. Nair, B. M. Project Management – Scheduling and Monitoring PERT/CPM. Van, Sahibabad
7. Rao, P.C.K. Project Management & Control. Sultan Chand and Sons Publisher.
8. Srivatava, U. K. Project Planning, Financing Implementation and Evaluation, IIM, Ahmedabad.
9. Wiest, J.D. and Levy, F.K. – A Management Guide to PERT/CPM, Prentice, Hall of India Pvt. Limited
10. Desai, V. Project Management.

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-302 DYNAMICS OF DEVELOPMENT

- MODULE 1 INTRODUCTION:** Concept and definition of development, rural development, socio-economic development, Approaches to development - Gandhian, Marxian and conventional.
- MODULE 2 THEORIES OF DEVELOPMENT:** Liberal Theories of Development, Crisis of theories and theory of crises (Erosion of confidence, The concept of crisis and its manifestations in Third worlds); The Nation-State, Nationality and Nation Building; Development ideologies in Western history (Mainstream and counterpoint, Modernization paradigm)
- MODULE 3 SUSTAINABLE DEVELOPMENT:** Definition and Meaning, Determinants & factors governing Sustainable development SDGs, Models for Sustainable Development, Principles of Sustainable Development, Challenges of sustainability, Indicators of Sustainability, strategies for sustainable development,
- MODULE 4 SUSTAINABLE HUMAN DEVELOPMENT:** Definition and meaning, sustainable human development and social capital. Leadership development and capacity building of rural people as long-term strategies with regard to sustainable human development.
- MODULE 5 INTERNATIONAL COMMITMENT TOWARDS SUSTAINABLE DEVELOPMENT:** Stockholm Conference, The Brundtland Commission, Earth Summit, Millennium Development Goals (MDGs), SAARC Development Goals (SDGs), UN Decade For Sustainable Development 2005 – 2014, Kyoto Protocol 2005.

SUGGESTED READINGS

1. Abaza, Hussein, and Andrea Baranzini. Implementing Sustainable Development: Integrated Assessment and Participatory Decision-Making Processes. Cheltenham, UK: Edward Elgar
2. Adam, Frane. The Challenges of Sustained Development: The Role of Socio-Cultural Factors in East-Central Europe. New York: Central European University Press, 2005.
3. Agyeman, Julian, Robert D. Bullard, and Bob Evans. Just Sustainabilities: Development in an Unequal World. Cambridge, MA: MIT Press
4. Ahlring, B., and C. Smallman. Altered States: The Impact of the New Economy on Sustainable Development in Southeast Asia. Cambridge: Judge Institute of Management Studies
5. Chambers R., - Poverty in India, Concept, Research in reality, Discussion paper 241, IDS sussex, U.K.
6. Datta, S. K. and Virgo, K. J. Towards Sustainable Watershed Development through People's Participation: Lesson from the Lesser Himalaya, Utter Pradesh, India. Mountain Research and Development 18(1), 213-233
7. Farrington, J. and Lobo, C. Scaling-up Participatory Watershed Development in India: Lessons from the Indo- German Watershed Development Program. London: Overseas Development Institute, pp1-5
8. Gupta, A. and Sinha, R. Criteria and Indicators of Sustainability in Rural Development: A Natural Perspective" <http://www.sristi.org>
9. Hettne B, Development theory and the three worlds, Longman development series
10. Pandey, B.P. Pant, C. C., K.L Arya & Sharma, A. K. Watershed management in Himalaya: Concept and Strategy, Watershed management Directorate, Uttaranchal, Nainital, India
11. Pieterse, J.N., Development theory, Deconstruction/ Reconstruction, Vistaar Pub.
12. Report on the Aggregation of Indicators of Sustainable Development: Background Paper for the Ninth Session of the Commission on Sustainable Development. Department of Economic and Social Affairs, Division of Sustainable Development, New York (www.un.org)
13. UNDP Policy Document, Integrating human rights with sustainable human development, United Nations Development Programme, 1998, by the United Nations Development Programme, One United Nations Plaza, New York, NY 10017, USA
14. Verma, L. R. Natural Resources and Development in Himalaya, Malhotra Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks	Total marks
5 x 12 =60	60

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

60 Marks

MBA (RD)-303 RURAL BANKING AND MICRO FINANCE

- MODULE 1 FINANCIAL INSTITUTIONS IN RURAL DEVELOPMENT:** Basic understanding of rural and development credit; Institutional structure for rural financing in India: Policy and schemes of -National Bank for Agriculture and Rural Development; District Rural Development Agency; National Institute of Rural Development; Council for Advancement of People's Action and Rural Technology; *Khadi* and Village Industries Commission policy and schemes of NABARD; financing schemes of the Government; Development of cooperative banks in India; Linkages between small group and Banks
- MODULE 2 MICRO FINANCE AT SMALL GROUP LEVEL:** Micro-finance: Definition, Salient features of micro finance, benefits of micro finance; Concept, emergence and objectives of micro-financing; Target groups in micro finance, Micro financing micro-enterprises; Benefits of micro financing micro enterprises
- MODULE 3 SELF HELP GROUPS AS MICRO-FINANCE INSTITUTIONS:** Background & Concept of elf-Help Groups; objectives and Functions of SHGs, Structural Features of Self Help Groups; Self-Help Groups – Promotion (Need, importance and objectives of SHGs); Problems and Prospects of SHGs, credit operation of SHG's; Role of Self Help Groups in rural development
- MODULE 4 FINANCIAL MANAGEMENT & PERFORMANCE ASSESSMENT OF SELF-HELP GROUPS:** Management of SHG Funds, Repayment of Loans, categorization of Loans Given by SHGs; Self-Help Group Meetings; Monitoring, evaluation and impact assessment of saving and credit programmes, SHG Performance Assessment; Strengthening the Linkage, SHG Capacity Building, Operational Problems
- MODULE 5 WOMEN EMPOWERMENT& MICRO FINANCE FOR WOMEN ENTREPRENEURS IN RURAL AREAS**
Empowerment- Meaning and significance; Importance of Women Empowerment; Role of *Mahila Mandals* and PRIs/ *Gram Sabha* in Women Empowerment; Experience of GRAMEEN, SEWA and role of *Rashtriya Mahila Kosh*

SUGGESTED READINGS

1. Ahmed, R. Rural banking and economic development. Mittal Publications, New Delhi
2. Dholakia, R. H. Micro economic for Management studies. Oxford University Press
3. Fisher, T. and M.S. Sri Ram. Beyond micro credit. Sage Publications
4. Jhingon, M. L. Micro economic theory. Vikas Publication House, New Delhi
5. Karmakar, K.G. Rural credit and self-help groups. Sage Publications
6. Livinus, K. K. Credit Delinquency in India. Punthi Pustak, Kolkata
7. Roy, N.C. Micro economics
8. Rural & Micro Finance, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-304: PSYCHOLOGICAL PERSPECTIVES ON DEVELOPMENT

- MODULE 1 Human Behavior and Development:** What is Behavior; Nature versus Nurture Controversy, Genetic Influences, Socio-Economic Influences, Influence of the Physical Development, Psychological Influences, Interaction of Human Behavior and Development.
- MODULE 2 Theories of Human Development:** Biological, Psychodynamic, Behavioral, Social Learning, Humanistic, and Constructivist Perspectives of Human Development.
- MODULE 3 Application of Theories to Health, Education, Social Care and Early Years Settings:** Bandura's Social Learning Theory, Maslow's Humanistic Approach, Eysenck's Personality Theory, Skinner's Behaviorist Approach, Vygotsky's Constructivist Approach, Erikson's Psychodynamic Approach to Health, Care and Early Years Settings.
- MODULE 4 Social-Psychological Perspectives of Development:** Attitude, Stereotypes, Prejudice and Discrimination, Person Perception, Attribution Psychology of the disadvantaged group, Emotion-Attachment-Relationship Triad.
- MODULE 5 Psychological Barriers to Development:** Cognitive-Affective and Behavioral Barriers to Development, Psychology in Practice across organizations to overcome Barriers, Role of Psychologists for a sustainable Development.

SUGGESTED READINGS

1. Schmuck, P., & Schultz, W.P. (Eds.) (2002). Psychology of Sustainable Development. Kluwer Academic Publishers, USA.
2. Hoehl, T. (2016). The Relationship of New Technologies, Human Behavior and Sustainable Development, GRIN Publishing, Germany.
3. Geldart, P. (2016). Experiential Learning: Changing Behaviour to Improve Performance. Eagle's Flight, Canada
4. Tiwari, M. & Ibrahim, S. (Eds.) (2014). The Capability Approach: From Theory to Practice. Palgrave Macmilan, Hampshire
5. Skiffington, S. & Zeus, P. (2003). Behavioural Coaching: Building Sustainable Personal and Organizational Strengths. McGrawHill Professional

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-305 RURAL LIVELIHOODS

- MODULE 1 INTRODUCTION TO RURAL LIVELIHOODS:** Concept, types of livelihoods, livelihood process and outcomes
- MODULE 2 STATUS OF LIVING CONDITIONS:** Income and consumption pattern of rural people, economic and social inequality
- MODULE 3 FRAMEWORK FOR LIVELIHOOD ANALYSIS:** Meaning, indicators, livelihood strategies and strategies for analysis.
- MODULE 4 LIVELIHOOD DEVELOPMENT PROGRAMMES AND INTERVENTIONS:** Central and State Government schemes for livelihood and skill development, livelihood development by NGOs and International Funding Agencies.
- MODULE 5 RURAL LIVELIHOODS AND SUSTAINABILITY:** Meaning and sustainable livelihood models, impact of development, diversification and self employment on livelihoods, case studies on developing sustainable livelihoods.

SUGGESTED READINGS

1. Biswajit Chatterjee, Asim K. Karmakar, Rural Livelihoods in India, Issues, Measurement and Policies World Bank, New York
2. An Access Publication, State of India's Livelihoods Report 2014, Oxford University Press
3. Niranjansahoo, Rural Development and Livelihoods in India, New century Publications
4. Pelotshweu Moepeng, Clem Tisdell, The Pattern of Livelihoods in a Typical Rural Village, Lambert Academic Publishing
5. Dr. J.P. Sharma, Agro-Enterprises for rural Development and Livelihood Security, New India Publishing Agency
6. H.S. Shylendra, Uma Rani, Diversification and Sustainable Livelihood, Concept Publishing Company, New Delhi.
7. Kailash C. Malhotra, Biodiversity Conservation and Sustainable Livelihood in Kondhpungar Village, Gyan Book Pvt, Ltd.

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD) 306 RURAL INDUSTRIALIZATION AND ENTREPRENEURSHIP DEVELOPMENT

- MODULE 1 RURAL INDUSTRIALIZATION:** Concept of Rural Industrialization; Meaning, scope and importance of rural industrialization; Gandhian approach of rural industrialization; Industrial Policy resolutions, rural industrialization in five years plans, role of KVIC; Rural industry sector: handloom, small-scale industries (problems and prospects), globalization and rural industry sector
- MODULE 2 ENTREPRENEURSHIP DEVELOPMENT AND RURAL ENTREPRENEURS:**Types of entrepreneurship structure, Factors promoting entrepreneurship; Overview of different entrepreneurship development programmes, Types and Traits of rural entrepreneurs;
- MODULE 3 RURAL ENTREPRENEURSHIP STARTUP TOOLKIT:** Opportunity identification, Emerging opportunities in technology and knowledge sector; Strengthening rural entrepreneurs to exploit globalization and technology explosion market survey for starting an enterprise, developing the business model, business plan preparation, financing for rural enterprises, steps for incorporation of an enterprise.
- MODULE 4 BUSINESS ETHICS:** CSR and philanthropy in social entrepreneurship ethical issues and dilemma, corporate governance, value based organisation.
- MODULE 5 PROBLEMS AND PROSPECTS IN DEVELOPING ENTREPRENEURSHIP**
Technology rural India, Transfer of technology up-gradation and transfer of technology; Necessity of standard course curricula; Poor rural institutional infrastructure an obstacle; Role of NGOs in developing entrepreneurship

SUGGESTED READINGS

1. Deepak, W. Women Entrepreneurs.
2. Desai V. Towards industrialization.
3. Desai, V. Entrepreneurship and Technology.
4. Desai, V. Project Management and Entrepreneurship.
5. Karnik. Fifty years of Development Economics.
6. Misra and Puri. Economic Environment in Business.
7. Singh, N. Understanding Basic Skills. Anupama Publications, Delhi.
8. Singh, N.P. Entrepreneurship Development Theories and Practices.
9. Desai, V. Small Scale Entrepreneurship,

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-307 VILLAGE STUDY PROGRAMME /RURAL INTERNSHIP PROGRAMME- PHASE-II

MODULE 1 DATA ANALYSIS AND HYPOTHESIS TESTING: Descriptive vs inferential analysis, analysis of univariate data, analysis of bivariate data, tools and packages for data analysis, various statistical tools for data testing, population mean, population proportions, difference between population proportions, chi square test, z-test and t-test.

MODULE 2 RESEARCH REPORT WRITING: Types of report, structure of a research report, how to present data and visuals, analysis and findings of a report and writing recommendations

MODULE 3 PRA/RRA Exercises and Micro Planning: Social mapping, Resource Mapping, Matrix ranking, Transect walk and mapping, cropping patterns seasonal analysis, triangulation exercises and micro-plan or village Panchayat plan development

SUGGESTED READINGS

1. Battacharya, S.N. (1977) Community Development in Developing Countries, Academic Publishers.
2. Chaudhary, D. P. (1976) Introduction to Social Work: History, Concept, Methods and Fields
3. Narayanasamy, N. (2009) Participatory Rural Appraisal-Methodology and Applications, Sage Publications Ltd.
4. Goode & Halt (2001) Social Research Methods, Penguin Publishers

FIELD VISIT

Content

1. Appraisal and assessment of Rural Enterprises like Agro-Businesses/ Non –Farm based Business Enterprise, Co-operatives or Banks/Role of NGOs and/ Impact study of Rural Development Programs. (Photography or audio or video).
2. Report Submission and Seminar presentation.
3. This is a field based practical course.
4. Evaluation will be done by a team of participating Faculty, based on students' participation in field work and its documentation.

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks	Total marks
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3 x 15=45	45
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1X5=5	5
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Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt four question in all) and one compulsory question from any module

50 Marks

MBA (RD)-401 CLIMATE CHANGE & DISASTER MANAGEMENT IN MOUNTAIN AREAS

- MODULE 1 INTRODUCTION:** Introduction to mountain environment, mountain landform systems, Mountain eco-system, Mountain bio-diversity, Mountain people and cultures, mountain settlement patterns and processes
- MODULE 2 ENVIRONMENTAL ISSUES:** Watershed concept, Watershed characteristics, watershed delineation & Codification, principles of Watershed Management, problems and prospects for mountain environments; Impact of Tourism (Environmental, Social and cultural, Economic) Principle of Carrying Capacity, Sustainability, Limits of acceptable change, ecotourism
- MODULE 3 DISASTERS:** Disasters: Meaning, difference between disaster and hazard, Disaster management cycle; Types of disasters: Natural and man-made hazards and their causal factors, Hierarchy of disaster categories, hazard zonation and risk assessment, strategies for mitigation; Man-Made or Anthropogenic Disasters (types, nature of man-made disasters, general effects, concerns for manmade disasters)
- MODULE 4 DISASTER MANAGEMENT-I:** Origin and severity of earthquakes, effects of earthquakes, risk evaluation, seismic hazards of India with special reference to Himalayan Region coping with seismic hazards; Landslides: General characteristics, Causes, vulnerability, effects, prediction & warning, risk reduction mitigation measures; Snow Avalanches: Avalanches formation and classification, hazard mitigation and management
- MODULE 5 DISASTER MANAGEMENT-II:** Causes of flood, flood and draught, erosion and sedimentation, Flood prone areas of India and associated hazards, flood management; Heat and Cold Waves: introduction causes and impacts, prevention and preparedness, Response.
Disaster preparedness: Concept and nature, disaster preparedness plans, role of Information, education, communication, & awareness; Identification of hazard prone belts, developing warning system, reduction of risk in vulnerable areas

SUGGESTED READING

1. Mishra, R.K., Kumari, Lakshmi, Climate Change and Sustainable Development, Academic Foundation
2. Handmer, John, Dovers, Stephen, Handbook of Disaster policies and Institutions, Routledge
3. Sharma.K., Vinod, Disaster Management, Medtech
4. Ho, Ken, Lacasse, Suzzane, Picarelli Luciano, Slope Safety Preparedness for Impact of Climate Change, CRC Press
5. Nibanupudi, Hari Krishna, Shaw, Rajib, Mountain Hazards and Disaster Risk Reduction, Springer

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks	Total marks
5 x 12=60	60

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

60 Marks

MBA (RD)-402 INFORMATION & COMMUNICATION TECHNOLOGY AND RURAL DEVELOPMENT

- MODULE 1** **COMMUNICATION:** Importance - elements of communication, Basic theory, concepts and meaning of communication, Development and communication, role of communication in development; Communication process, principles and needs.
- MODULE 2** **COMMUNICATION METHODS:** Individual, Group and Mass method, Features and limitations; Traditional and Electronic media- Features, Audio-visual aids, its classification and application in rural development; Communication tools, Features of various tools, its techniques, method of uses, and merits and limitations.
- MODULE 3** **COMMUNICATION TECHNOLOGY & RURAL DEVELOPMENT:** Post Media Liberalization Approach to Rural Development; Socio-Cultural Perspective, Government Initiatives; Framework for Analysis of ICT-based Development Initiatives
- MODULE 4** **SCOPE OF ICT IN RURAL DEVELOPMENT:** Application of ICT in Rural Development(ICT in Agricultural Supply Chains, planning, natural resource management, Health Information Systems, Concept of community radio, Tele-centers, Rural Telephony, ICTS to support improved government services, Internet Banking and E-Commerce, e-Governance for Rural Development
- MODULE 5** **CHALLENGES OF APPLICATION OF ICT IN RURAL DEVELOPMENT:** ICT and Sustainable Rural Growth, Policy Initiatives in Telecom Sector, Rural Connectivity Challenge, strategies for overcoming the challenges

SUGGESTED READING

1. Singh, R. Communication Technology for Rural Development. B. R. Publishing Corporation, Delhi
2. Ray, G. L. Extension Communication and Management. Nayapokash, Kolkata
3. Edwin, F. Brackenbach and Charles B Tompkins, Concept of Communication. John Wiley and sons, Inc.
4. Kirishna Mohan MeeraBenerjee, Developing Communication Skills. Macmillan India, New Delhi
5. Francis J Bergin, Practical Communication. The English language Book Society, London
6. Ambedkar, J.B. Communication and Rural Development. Mittal Publications, New Delhi
7. Chrissie Wrighr, Handbook of Practical Communication Skills. Jaico Publishing house, Mumbai
8. Gupta, V. S. Communication and Development. Concept publishing house, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-403 ORGANIZATION BEHAVIOUR

- MODULE 1 INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:** Introduction (Definitions, Contributing fields to organizational behavior); Behaviour model for organizational efficiency-Organizational components that need to be managed
- MODULE 2 ORGANIZATIONAL STRUCTURE:** Introduction: Definition, Form of organizational structure: Organic form of organizational structure, Bureaucracy. Concepts of organizational structure: Centralization, Decentralization, Bureaucracy, Formalization, Standardization, Specialization, Stratification. Formal and Informal organizations, Span of Management; Designing of organizational structure; Types of organizational structure
- MODULE 3 INDIVIDUAL DIMENSIONS OF ORGANIZATIONAL BEHAVIOUR:** Foundation of Individual Behavior; Causes of human behavior; Biological characteristics (Age, Gender, Religion, Marital status, Tenure: Ability, Emotions); Framework of Emotional Competence; Learned characteristics; Leadership and Motivation
- MODULE 4 VALUE, ATTITUDE & JOB SATISFACTION:** Introduction: Values; Types of values; Rokeach values survey (RVS), Value, loyalty and ethical behavior. Attitude: Components of attitude; Types of attitude; Attitude and consistency; Cognitive dissonance theory. Job satisfaction: Factors determining job satisfaction; Effect of Job satisfaction on performance & Organizational commitment
- MODULE 5 ORGANIZATIONAL DEVELOPMENT:** Introduction: Quality of work life, Objective of OD programme, Basic OD Assumptions. OD Interventions: Sensitivity training, Transactional analysis, Process consultations. Third party interventions: Team building, Individual Counseling, Career planning & development. Job Related Interventions: Socio-Technical Interventions, Structural Interventions & Learning Organizations, Skill Development

SUGGESTED READINGS

1. Fred Luthans, Organizational Behavior. Mc Graw hill , New York
2. Hersey, Paul & others. Management of Organizational Behavior: Utilizing Human Resources, Prentice Hall, New Delhi
3. Kondalkar, V.G. Organizational Behavior. New Age International Publishers, New Delhi
4. Prasad, L. M. Organizational Behavior. S. Chand Publishers, New Delhi
5. Robbins, S. Organizational Behavior. Prentice Hall, New Delhi
6. Robbins, S. and Judge, T. Essentials of Organizational Behavior, Global Edition, Pearson
7. Schermerhorn, Hunt and Osborn, Managing Organizational Behavior. John Wiley and Sons, New York
8. Sukla, M. Understanding Organizations: Organization Theory and Practice in India. Prentice Hall, New Delhi
9. Aswathapa, K. Organizational Behaviour, Himalayan Publishing House, New Delhi
10. Rao, S. Organizational Behaviour, Himalayan Publishing House, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks **Total marks**

5 x 12=60 60

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

60 Marks

MBA (RD)-404 NATURAL RESOURCE MANAGEMENT

- MODULE 1 NATURAL RESOURCES:** Introduction, Characteristics & classification; Plants as a natural resource: a general account with reference to timber, Food & medicines; Degradation of plant resources: Causes & Consequences, Traditional wisdom and IPR in management of natural resources.
- MODULE 2 WATER AS A NATURAL RESOURCE:** As a medium for life and as a life support system; Water forms, their distribution and water resources of India; surface water and ground water resources in India-potential and utilization, problems in water management (depletion of water table, water logging, soil salinity, transmission losses)
- MODULE 3 WATERSHED APPROACH OF DEVELOPMENT:** Micro-Irrigation system, Drip and sprinkler Irrigation; Traditional irrigation institutions and their role in the management of irrigation systems (decline of traditional irrigation institutions and their relevance in modern context); Sustainable water management
- MODULE 4 FORESTRY AND HERBAL PRODUCTS:** Extent, types and importance of forestry; Rural development V/S forestry interface; industry V/S forestry interface; ethno-forestry and concept of sustainable forestry; scope and marketing of herbal products.
- MODULE 5 NON-TIMBER FOREST PRODUCTS:** Types of products, Preservation, Storage, Grading, Marketing; Concept sustainable forest management, Community forest management, Social forestry, Eco-tourism, Wild-life and forestry.
- MODULE 6 APPLICATION OF REMOTE SENSING AND GEOGRAPHIC INFORMATION SYSTEM IN NATURAL RESOURCE MANAGEMENT:** Understanding RS and GIS and its use in resource mapping, application of the tools to effectively manage natural resources.

SUGGESTED READINGS

1. Chanduri, B. and Maiti, A.K. Forest and Forest Development in India
2. Pandey, D.N. Ethno-Forestry-Local Knowledge for Sustainable Forestry and Livelihood Security
3. Rao, K.L, India's Water Wealth,
4. Satish & Sunder, People's Participation and Irrigation Management-Experiences, Issues and Opinion
5. Shiva, V. Bio-Diversity-Social and Ecological Perspectives
6. Sing et. al., Irrigation Systems in Decay-What the Farmers Can Do,

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-405 RURAL FARM MANAGEMENT (OPT-1)

- MODULE 1 FARM A SOCIAL AND ECONOMIC INSTITUTION:** Farm Management – definition, difference with agricultural economic – types of farm; The Organization of resource (a) The planning environment and Managerial function (b) Basic principles and concepts of planning
- MODULE 2 ORGANIZING CAPITAL:** general; Organizing labour, Organization of enterprises; Enterprise defined organization and fixed reasons, organization and efficiency.
- MODULE 3 CROP ENTERPRISES:** Factors affecting profitability, Livestock enterprises – Factors affecting profitability, Planning combination of Enterprises, Principles and procedures, Objective, Reasons and constrain resource enterprises relationship, reasons categories
- MODULE 4 ENTERPRISES:** Financial return, variable import requirement fixed resource requirement, return on fixed resources, decision making – graphic example.
- MODULE 5 FARM BUDGETING:** Types of Budget; Complete Budget and Partial Budget – rules and uses 'Break-even' budget, Limitation of Budget.

SUGGESTED READINGS

1. Barnard, C. S. and Nix J.S. : Farm Planning and Control. Cambridge University - Press
2. Buckett, M. An Introduction to Farm Organization and Management. Pergamum Press, Oxford
3. Norman and Coote R. B. The Farm Business. Longman
4. Snodgrass, M. Milton, and Wallace, L.T. Agriculture Economics and Resource Management. Prentice Hall of India Pvt. Ltd. 1982
5. Tandon, R.K., and Dhondyl, S. P. – Principle and Methods of Farm Management

NOTE OF PAPER SETTER:

Questions type / Style

**Distribution
of Marks**

**Total
marks**

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

5 x 12=60

60

60 Marks

MBA (RD)-405 MANAGEMENT FOR SOCIAL EMPOWERMENT (OPT-2)

- MODULE 1** Empowerment: Meaning, concept, nature, objectives & target of empowerment, empowerment in the era of globalization; determinants of empowerment
- MODULE 2** Efforts for women empowerment: Before & after independence, main problem of Indian women, suggestions for solving the women's problem; Problem & issues of women empowerment: Socio cultural, gender bias, form and nature of women exploitation; Women property rights, women's representation in decision making, women reservation bill, women and human right.
- MODULE 3** Concept of Justice and social justice, Liberal and Radical views, Universal Declaration of Human rights Constitution of India; U.N. Human Right; Declaration on women, children, labor and Indigenous peoples; Dimension of Human Rights under Indian social Structure
- MODULE 4** NGOs – concept, characteristics, classifications, strengths and weaknesses; History: Retrospect and prospect, emergence of voluntary organizations, Contemporary development, NGO and voluntarism
- MODULE 5** Role of NGOs in Rural Development: Advocacy, Networking; Legal Framework: Societies Registration Act, Co-operative Societies Act, FCRA Act, Income Tax Act for NGOS

SUGGESTED READINGS

1. Darlene, Russ Eft, HRD Review, Sage Pub., New Delhi
2. Rao, T B, HRD Missionary, Oxford Uni. Press, New Delhi
3. Stoner, James A F; Freeman, R. Edward, Management, Prentice Hall India, New Delhi,
4. Clark, John, Democratizing Development
5. Journal: EPW, Social Action

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-405 SMALL SCALE INDUSTRIES (OPT-3)

- MODULE 1 SMALL SCALE INDUSTRY:** Meaning and importance - Definition of small industrial unit -Role of small scale industry in India, Economy - Small industry under five years plans - Products reserved for small scale industrial units
- MODULE 2 STEPS FOR STARTING SMALL SCALE INDUSTRY:** Decisions to become entrepreneur - Steps to be taken - Search for a business idea, source of ideas, idea processing, selection idea, input requirements - Preparation of project report feasibility study - Location - Selection of type of organization - Size of the unit Preparation of project port guidelines -Factory design and layout - Legal formalities for registration and licensing
- MODULE 3 INCENTIVES AND SUBSIDIES:** Policy initiatives for entrepreneurial growth - Meaning of incentives and subsidies -Need for incentives/ under the licensing problems - Schemes of incentives in operation - Incentives under the licensing regulations - Incentives for development of backward areas - Subsidies consultancy service, marketing studies - and indigenous technology; Machinery on hire purchase or on lease -Transport subsidies - Seed capital assistance, Taxation benefits to small scale units - Subsidies and incentives -New pastures for industrial development - Exploring export possibilities - Institutional set up for export assistance -Export incentives
- MODULE 4 FINANCE AND PRODUCTION PLANNING:** Financial requirements - Structure and management of fixed and working capital - Sources of capital - Financial institutions problems in financing a small scale unit: Production Planning: Size of plant - Production mix - Costs of production - Production facilities and their optimum utilization procurement of raw material - Problems involved, Role of Government in supplying machinery and raw materials
- MODULE 5 MARKETING AND MANPOWER PLANNING:** Methods for pricing, Distribution - competition - Sales Management Role of Government - Export Assistance: Manpower Planning: Source of manpower - Requirement and turnover absenteeism - Compensation and welfare measures – Grievances of Disputes - Settlement machinery; Sickings in Small Industry: Diagnosis and measurements, Causes and consequences - Remedial measures

SUGGESTED READINGS

1. Gupta, C.B. & Srinivasan, N.P. (1992) Entrepreneurial Development, Sultan Chand & Sons
2. Management of small scale industry (2006), Himalaya Pub. House
3. How to succeed in small scale industry, Vikas Publishing House
4. Scientific Management of small scale industry: N. Singh Lay, Public House, Mumbai
5. R.K. Khan, (1992) Management of small scale industries, SultanChand & Sons
6. Legal requirements for an industrial unit at work: Sudarshan Lal, Navarang, New Delhi.
7. Management Development institute, small scale industries: An assessment of institutional assistance - Case studies of select states in India.
8. Reddy & Reddy, (2009) Sickness in small scale industries, Himalaya Publishing House
9. Desai. V. Small Scale & Entrepreneurship

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks

5 x 12=60

Total marks
60

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

60 Marks

MBA (RD)-406 GLOBAL ECONOMIC ENVIRONMENTS -(OPT-1)

- MODULE 1** **Globalization forces**–Meaning, Dimensions and stages in Globalization – Globalization Boon or bane – Introduction to theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler – Trading Environment of International Trade- Tariff and Non-Tariff Barriers– Trade blocks.
- MODULE 2** **Analysis of Global Environment** – Political, Economic, Social & Cultural, Legal, Technological, Natural Environments, Country Risk Analysis. Opportunities and threats for International Business. Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries.
- MODULE 3** **International Financial Management** – Balance of Trade and Balance of Payment – International Monetary Fund. Asian Development Bank, World Bank, Introduction to Export and Import finance, Methods of Payment in International Trade, International Financial Instruments.
- MODULE 4** **Bilateral and Multilateral Trade Laws** – General Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), Different Rounds, IPR, TRIPS, TRIMS, GATS, Ministerial Conferences, SAARC.
- MODULE 5** **Globalization and its impact on Indian Industry**- Globalization and Internal reform process, Current Exim Policy. Case Studies on: Global Environment Analysis, International Marketing, International Finance, Country Risk Analysis

SUGGESTED READINGS

1. Sundaram & Black, (1995) International Business Environment, Prentice Hall, Incorporated
2. Apte, P.G., (2010) International Financial Management, Tata McGraw-Hill Education
3. Cherunilam, F. (2010) International Business: Text & Cases, PHI Learning Pvt. Ltd. New Delhi,
4. Hill, C. (2013) Global Business Today, McGrawHill Higher Education
5. Daniels, J. D. (2007) International Business Environment and operation, Pearson Education India
6. Paul, J. (2011) International Business, PHI Learning Pvt. Ltd
7. Rugmen, A. & Hodgetts R. (2006) International Business, Prentice Hall
8. Shajahan, S. (2006) International Business, Macmillan Publishers India Limited
9. International Business – Rao and Rangachari
10. Export Management – Rathod
11. International Business – Charles Hill
12. International Business Environment – Bhalla and Raju
13. Cherulinun, F. Global Economy and Environment,

NOTE OF PAPER SETTER:

Questions type / Style

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

Distribution of Marks	Total marks
5 x 12=60	60

60 Marks

MBA (RD)-406 CORPORATE SOCIAL RESPONSIBILITIES (OPT.-2)

- MODULE 1 INTRODUCTION TO PRINCIPLES OF CSR:** Meaning and definition of CSR, Historical evolution of CSR in India, need for CSR, CSR as an intervention for sustainable development.
- MODULE 2 INTERNATIONAL FRAMEWORK FOR CSR:** International Policy framework for CSR, CSR and Sustainable Development Goals, UN guiding principles on conducting business and human rights, OECD CSR policy tool, ILO tri-partite declaration on social policy.
- MODULE 3 CSR LEGISLATIVE FRAMEWORK IN INDIA:** Need for CSR in India, Legislation under section 135 of The Companies Act 2013, Appointment of Board of Directors and Computation of Net Profit.
- MODULE 4 WHAT DRIVES CSR IN INDIA?** Market based incentives and pressures to bring socio-economic equity and development, Regulatory environment, Performance of CSR programmes in India, Voluntarism and activism in civil society.
- MODULE 5 MANAGEMENT OF CSR: (A)** Stakeholders in CSR, Understanding roles and responsibilities of the various stakeholders, Contemporary issues in CSR, Assessment of CSR programmes in India.
- (B) REVEIEW OF CURRENT STATE OF CSR IN INDIA (TRENDS AND OPPORTUNITIES):** Review of current trends, Emerging opportunities in CSR, CSR as a corporate tool for rural development, Review of success and failures of CSR initiatives.

SUGGESTED READINGS

1. C.V.Baxi, Ajit Prasad, Corporate Social Responsibility, Concepts and Cases – The Indian
2. Srinivasan, Growth, Sustainability and India's Economic Reforms
3. M.A. Quaddus, Mohammad Abu. B. Siddique, Handbook of Corporate Sustainability: Frameworks, Strategies and Tools
4. CII, Handbook of Corporate Social Responsibility in India
5. Lelouche, Idowu and Filho, Innovative CSR
6. Wayne Visser and Nick Tolhurst, The World Guide to CSR
7. Mark S. Schwartz, Corporate Social Responsibility: An Ethical Approach
8. Mallin, Chritine A., Corporate Governance 9Indian Edition), Oxford University press, New Delhi
9. Sharma J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi
10. Sharma J.P., Corporate Governance and Social responsibility of Business, Ane Books Pvt Ltd, New Delhi

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks **Total marks**

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

5 x 12=60

60

60 Marks

MBA (RD)-406 RURAL TOURISM and RURAL TOURISM ENTREPRENEURSHIP (OPT.-3)

- MODULE 1** Concepts, Definitions & Historical development of Tourism. Types of Tourist: Tourist, traveler, excursionist. Forms of tourism: Inbound, Domestic, International. Tourism System: Nature, Characteristics and components of tourism industry. Planning for Sustainable Tourism: - Topographical Analysis - Analysis of Local Resources - Land Use Pattern - Environmental Impact Assessment (EIA), Environmental Information System (EIS), Environmental Management System (EMS) & Community Participation and Types of Community Participation and Socio- Economic and Cultural Conditions - Evaluation of Impact of Tourism Site - Zoning System - Carrying capacity & its Type
- MODULE 2** Eco- tourism - Evolution, Principles, Trends. Functions of Ecotourism - Mass Tourism Vs Ecotourism -Typology of Eco-tourists - Ecotourism Activities & Impacts -Western Views of Ecotourism. Eco- tourism travel essentials. Eco- tourism and protected areas: visitor management for sustainability. Major Eco tourism destinations of India.
- MODULE 3** Introduction to Hospitality – Concept, Historical evolution of Hospitality industry – Global and Indian Context. Hotel – Definition, classification of accommodation establishments based on – Location, Size, Affiliation and Accreditation, Ownership, Management contracts. Grading Star category of hotels in India. Major National/international hotels chains in India Hotel plans(AP, MAP, CP, EP),Departments/Functional units in Hotel and organizational Structure Hotel Organization – Organizational Structure- Front of the house and back office departments in a hotel, function of the core departments of the hotel- Room division and food and beverage depts.
- MODULE 4** Agri Tourism: Introduction, importance, Planning process, Strategies, Zoning, Funding opportunities, Promotion of sustainability and community resilience to agri- and food tourism. Tourism Attraction: Definition. Characteristics, Typology, Criteria for Tourist attractiveness. Development and design of tourist attractions. Destination Life Cycle.
- MODULE 5** Meaning, Scope, and Need for entrepreneurship, Qualities of Tourism entrepreneur, Functions of entrepreneurship, Identification of Opportunities for Tourism Entrepreneurship. Feasibility report for starting a Tourism Company , Meaning , Importance and Scope for Human Resource Management, Manpower Development needs for Tourism Development, Social responsibility & Business Ethics , Managing with uncertainties, stress management and positive reinforcement & Challenges in business , SWOT Analysis.

SUGGESTED READINGS

1. P.M. Seth, *Successful Tourism Management*:
2. J.K. Sharma , *Tourism Planning & Development*:
3. Cooper C, Fletcher J, and Gilbert D & Wahill S. *Tourism; Principles & Practices*
4. *Hotel Management – Yogendra K Sharma*.
5. *Introduction to Tourism and Hospitality Industry – Sudhir Andrew*
6. *Planning and Managing Agri tourism and Nature Tourism Enterprises, Desmond Jolly 2006*

NOTE OF PAPER SETTER:

Questions type / Style

Distribution of Marks **Total marks**

5 x 12=60 60

Note for examiner: Two questions from each module (out of which the student is required to attempt one question, i.e. the student will have to attempt five question in all)

60 Marks

MBA (RD)-407 PROJECT WORK

The project based course will be in the form of a dissertation based on a live project or a research assignment related to the specific discipline of the Rural Development.

Every Teacher from MBA (Rural Development) will announce four to five broad topics at the beginning of the second semester, reflecting degree of relevance and rigor suitable to a post graduate programme, along with an indicative reading list. These will be screened by the Department Council in the subject and a final list of approved topics along with a reading list will be displayed in the first week of the third semester.

The student will submit a list of his/her three most preferred topics in the order of preference by the fifth week of the third semester to the Head of the parent department.

The Departments a project committee consisting of the Head of the Department (Chairperson) and two other teachers from the department. The purpose of this committee is to oversee the functioning of the project component in the department.

All post graduate teachers in the Department will be guides for the project component. All teachers shall have equal number of students allotted for the dissertation.

In case, a particular topic is preferred by more students, the project committee will allocate students to guides within the department in order of the average of marks obtained in semesters 1 and 2.

If it is felt necessary, the project committee can assign a co-guide to a student, depending upon specific disciplinary needs.

The student will make a preliminary presentation in or before the seventh week of the fourth semester. The presentation will be attended by the guide/s and a committee consisting of two other teachers from the department. The committee will make necessary suggestions to improve the dissertation.

The student will make a final presentation in the 10th to the 12th week of semester four. The presentation will be evaluated by the same committee that evaluated the preliminary presentation. The criteria for evaluation will be as follows: i) 10 marks for the quality of presentation ii) 15 marks for answers to questions

The marks given by the three members of the evaluation committee will be averaged in each head and the total marks decided by totalling the averages under the three heads.

Dissertation Submission

The student will submit a bound hard copy of the dissertation to the Department by the end of the fourth semester, along with a soft copy on a CD/DVD.

The final dissertation will have a word limit of 5000-8000 words and will be typed in one and a half spacing on one side of the paper. The APA style shall be followed for the writing of dissertation.

The final dissertation will be evaluated out of 75 marks by the External examiner.

The Dissertation Format:

Title Page

Abstract

Introduction (Contains literature review, concluded with Objectives and Hypothesis) Method: (Includes Sample; Tools; Procedure; etc.)

Results

Discussion

References

Appendix

Evaluation

Total Marks: 100

25 Marks: Presentation to External Examiner. The marks have two components :

- i) 10 marks for the quality of presentation
- ii) 15 marks for answers to questions

75 Marks: Evaluation by External Examiner (at the time of student presentation)

OUTCOMES

After completion of the course the student will be able to

- Understand the social, economic, political and cultural framework of the rural society.
- Address the challenges with suitable responses for the identified rural issues.
- Engage in the management of the rural community organizations, in areas of market linkages, rural financing, livelihoods and skill development, infrastructure, energy and natural resources management among others.
- Engage in teaching, research, action research, skill development and training for village community development.
- Engage in village development planning and village resource management functions.
- Set up a social enterprise that earns profits and provides income to the artisans, farmers or village workers.

CAREER OPTIONS

- Careers with Rural Finance Agencies like Banks, Agriculture Finance Banks, Microfinance Institutions, NBFCs.
- Careers in rural marketing, business development and fund raising.
- Careers as Project Managers for Government engagements, Institutions, NGOs and other commercial enterprises.
- Career in Community Development Projects of State and Central Governments
- Career in Corporate Social Responsibility Projects
- Career with links in the Rural India including Entrepreneurship, Rural Tourism and Hospitality Management and Facilities Management
- Career as Nodal Officer for Rural Development
- Career as Rural Infrastructure Manager
- Career in Rural Documentation
- Career in Energy, Environment and Natural Resource Management
- Career in Agribusiness, food processing, FMCG, retail and supermarket chains.
- Career in research, training and skill development in Education / Training Institutions in Government and Non-Government Organizations.
- Careers in Rural Communication, Rural Teacher Education and Rural Social work.