



G.B.PANT SOCIAL SCIENCE INSTITUTE

A Constituent Institute of University of Allahabad



MBA (Rural Development)

INFORMATION BULLETIN & SYLLABUS

MBA

(Rural Development)

INFORMATION BULLETIN & SYLLABUS



G.B.Pant Social Science Institute

A Constituent Institute of University of Allahabad

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Declaration of Compliance of the rules of both the Institute and the University shall be filled by the student, and submitted to the Director within a period not exceeding five days from the date of receipt of these rules - Annexure I.

MBA - Rural Development Programme
G. B. Pant Social Science Institute, Allahabad

Rules for Students of MBA - Rural Development Programme

These rules may be called "The Govind Ballabh Pant Social Science Institute (GBPSSI) Rules & Regulations for Students".

A. APPLICABILITY:

A.1 These rules shall apply to all the students of G. B. Pant Social Science Institute.

B. GENERAL RULES:

- B.1 Learning at GBPSSI is based primarily on interactive methods of inputs and students' participation in fieldwork, projects, research and skills based experiences. It also involves sharing of work as well as learning processes with other students and faculty whose feedback and guidance is critical to student's development, understanding and maturity. Any physical absence in such circumstances will, therefore, mean a loss of learning opportunity and continuity, which cannot be replaced by self-work under most situations. Punctuality in attending classes, seminars, field visits and assignments must therefore be maintained. Attendance is compulsory for students unless and until valid reasons are given to support absence.
- B.2 Use of mobile phone in the Classrooms, Library, Labs, Seminar Hall, Auditorium etc. is strictly prohibited. If a student is found using a cell phone in the defined areas, she/he may be fined.
- B.3 Every, student is expected to carry ID card while entering the Institute's Campus. A student is expected to show at any point of time his/her I-Card at the security of the Institute's Campus when asked for.
- B.4 During the course of studies at the Institute, students are required to do 'village work', internship/training visits/documentation visits/field study, which could be anywhere in India. For visits outside India, specific details and terms will be worked out by the Institute depending on the context and situation. In case the student wishes to choose a location/institute/industry other than the one assigned, he/she shall have to obtain prior approval. This is an integral part of the curriculum

and no student can, therefore, refuse to participate in these internship/training/documentation programmes. Inability to participate in or complete the same shall result in failure of the student in the specific course. The students may have to bear the cost relating to travel, boarding and lodging.

- B.5 Students absenting themselves without any authorized permission from any evaluation shall be deemed to have failed in that course.
- B.6 Students could also be asked to participate in research/consultancy/classroom projects on behalf of the Institute. This will be a part of the teaching-learning process of the programme.
- B.7 Students are prohibited from undertaking any employment/assignment during the course of their studies in GBPSSI. However, in case it is necessary, the student shall take an explicit and written approval from the Course Coordinator and the Director of the Institute. This in no way should effect the stipulation regarding the attendance requirement.
- B.8 In case it is found that the students have caused any damage to the Institute's property they shall be required to reimburse or make good the damage caused. Any decision regarding the extent of their liability on such account shall be at the discretion of the Institute, which shall be final.
- B.9 Rules to be observed in Computer Center/Lab are as under:
 - a. Students shall use Internet for academic purposes only. Anyone found engaging in any objectionable use (activity) shall be liable for appropriate disciplinary action.
 - b. No Guests/Visitors shall be allowed with the students in the Computer Center.
 - c. Students are allowed to take one original copy of the draft from the printer and rest should be photocopied.
 - d. Students are allowed to work in their log-in area only and can not save the contents on the local hard disk.
 - e. Students are advised that they should keep backup of their contents regularly. Computer Center will not be responsible for any loss of data.

- B.10 No student of the Institute shall pursue any other full time/regular course of any other University/College/Institute.
- B.11 Students must maintain cleanliness. Eatables are not allowed inside the GBPSSI study areas including Labs, Classrooms and Lecture Halls.

C. CONDUCT RULES:

- C.1 Students are expected to maintain a high order of discipline in and out of the Institute. Reports of complaints on behavioural lapses or indiscipline from faculty, staff, and training organizations or from the public would be viewed seriously. All students are expected to set an example through poise, politeness, community feeling and integrity within and outside the Institute. Students are required to give an undertaking at the time of joining the Institute as well as the beginning of the academic session to abstain from use of tobacco products, alcoholic drinks, drugs and indulging in any other undesirable activity on campus.

C.2 Definition of General Misconduct

The essence of misconduct under this code is improper interference - in the broadest sense - with the proper functioning or activities of the Institute, or those who work or study in the Institute, or action which otherwise damages the image and property of the Institute.

The following shall constitute examples of general misconduct (this is not an exhaustive list):

- a. Disruption of, or improper with, the academic, administrative, sporting, social or other activities (of the GBPSSI), whether on GBPSSI premises or elsewhere;
- b. Obstruction of, or improper interference with, the functions, duties or activities of any student, member of staff or other employee of the GBPSSI or any authorised visitor of the GBPSSI.
- c. Violent, indecent, disorderly, threatening or offensive behaviour or language whilst on GBPSSI premises or engaged in any activity in GBPSSI;
- d. Fraud, deceit, deception or dishonesty in relation to the GBPSSI or its staff or in connection with holding any office in the GBPSSI or in relation to being a student of the GBPSSI;

- e. Action likely to cause injury or impair safety on GBPSSI premises;
- f. Breach of the GBPSSI's Equal Opportunity policy-including sexual or racial harassment of any student, member of staff or other employee of the GBPSSI or any authorised visitor to the GBPSSI, or any behaviour of a hostile or intimidation nature aimed at individuals or groups of people;
- g. Examination offences which do not constitute academic irregularities;
- h. Damage to, or defacement of, GBPSSI property or the property of other members of the GBPSSI community caused intentionally or recklessly, or misappropriation of such property;
- i. Misuse or unauthorised use of GBPSSI premises or items or property, including computer misuse;

C.3 Academic Irregularities

The following are different types of academic irregularities:

C.3.1 Cheating includes:

- i) Communication with, or copying from any other student during an examination or class assignments except in so far as the examination regulations may specifically permit this, e.g. group assessments or group assignment evaluation.
- ii) Communication during an examination with any person other than a properly authorized invigilator or authorized member of staff;
- iii) Introducing any written or printed material into the examination room unless expressly permitted by the Examination Board or Course Regulations;
- iv) Introducing any electronically stored information through laptop, mobile phone, palm top, calculator or any other means of storage into the examination room, unless expressly permitted by the examiners or course regulations;
- v) Gaining access to unauthorized material relating to an examination before or during the examination;

- vi) Obtaining a copy of an 'unseen' written examination paper in advance of the date and time for its authorized release;
- vii) In any other ways, the provision, or assistance in the provision of, false evidence knowledge or understanding in examinations.

Note: In this context the term examination is deemed to include any test or evaluation method used during the semester of study.

C.3.2 Plagiarism

The deliberate, substantial and unacknowledged incorporation in a student's work of material derived from the work (published or unpublished) or another is plagiarism.

Examples of plagiarism are:

- i) The inclusion in a student's work of more than a single phrase from another person's work without the use of quotation marks and acknowledgement of the sources;
- ii) The summarising of another person's work by simply changing words or altering the order of presentation, without acknowledgements;
- iii) Copying the work of another student, with or without that student's knowledge or agreement. In this case both parties are guilty of plagiarism.

C.3.3 Collusion

This includes a situation where a student:

- i) Required to work/demonstrate individually submits as entirely his/her own work, with intention to gain an unfair advantage, work done in collaboration with another person;
- ii) Collaborates with another student in the completion of work which is intended to be submitted as the unaided work of this student;
- iii) Knowingly permits another candidate to copy all or part of his own work, and to submit it as that other candidate's own unaided work.

Some courses or field work may prescribe group working/learning. Where this is undertaken, the criteria and manner in which the work is assessed and the way in which individual marks are ascribed to members of the group will be separately indicated.

C.3.4 Falsifying data

The presentation of data in reports, projects etc, based on field work falsely purported to have been carried out by the candidate or obtained by unfair means.

C.4 Various acts of indiscipline

The following activities are classified as indiscipline/behavioural lapses on the student's part:

- i) Being instrumental directly or indirectly for mass absenteeism or boycott of classes resulting in vitiating the atmosphere of GBPSSI.
- ii) Plagiarism in the assignment, dissertation, research projects, and any other student work to be submitted from time to time will be viewed seriously as misconduct.
- iii) Threatening, physically preventing or using any other means from preventing the students from attending classes will be construed as an offence.
- iv) Stealing and damaging items within the premises of GBPSSI (campus, hostels, etc).
- v) Ragging in the campus/class/hostel.
- vi) Defacing materials, books, periodicals, magazines, etc. maintained in the library or any other office of GBPSSI.
- vii) Malpractice and using unfair means such as copying.
- viii) Giving interview to the media or any other outside agency demeaning GBPSSI.
- ix) Using abusive language and creating nuisance in the campus, disturbing the peace and independent rights of fellow students and faculty members.
- x) Indulging in activities like consuming drugs, alcohol or any other

activity in Campus/Hostel, which is construed as a societal offence at large, will be treated as misconduct.

C.5 DISCIPLINARY PROCEDURE

Any student found indulging in any activities violating the conduct rules of GBPSSI will invite disciplinary action.

C.6 Penalties for Minor Disciplinary Violation:

Where the violation is considered minor by the Competent Authority, appropriate penalties may be imposed at the discretion of the Competent Authority for the minor disciplinary violations.

C.7 Penalties for Major Disciplinary Violation: Where the violation is considered to be major by the Competent Authority the following penalties may be imposed for the major disciplinary violations:

- i) Suspension/debarment from the institute where the student will be 'persona-non-grata' and will be debarred from entering the premises, facilities and from attending the classes.
- ii) Permanent expulsion from the institute.
- iii) Any other force of action, which may be reasonable in the circumstances.

C.8 Appeal Procedure: Appeal against the penalty imposed by the Competent Authority may be made to the Director through the coordinator if any new and relevant information needs to be considered which was not available at the time of the proceeding.

D. FEES:

D.1 The fee would be charged as per the fee structure prescribed by the University of Allahabad structure plus the charges specific to the programme i.e. field visit, internet, placement cell and cultural activities. Fees may be paid in full within the date notified by the GBPSSI. The students shall not be allowed to join the course if fees are not paid by the due date. Semester fees once deposited shall not be refunded. Any delay in payment of fees without prior official permission would result in debarring of the student from attending classes.

D.2 The prescribed 'Security Deposit' deposited at the time of admission is

refundable to students on completion of the course or if he/she ceases to be a student of GBPSSI on production of prescribed 'No Dues Certificate' from concerned Department/Library and Resource Centre/Computers labs/Hostel etc. No refund would be entertained after six months from the date of completion of their course.

- D.3 Students who leave GBPSSI in mid-course or who are asked to leave GBPSSI or whatever reasons will not be entitled to money refund of fees, except refundable security deposits.
- D.4 Identity Cards will be issued to students to be used for entry to the institute. The Identity Card should be presented on demand and carried by the students on his/her person at all time.
- D.5 Loss or damage of the identity Card is to be reported immediately to the issuing authority. Replacement of Card will be made on written request and on payment of Rs. 100/-. The identity Card must be surrendered on completion of the course along with 'No Dues Certificate'.
- D.6 On registration, the student will be issued a permanent registration number which will be maintained through the period of study of GBPSSI. This number will have to be quoted in all correspondences with GBPSSI.
- D.7 Student shall produce a "Medical Fitness Certificate" at the time of registration for admission. Serious illness or disease should be reported to the Director along with Medical Certificate for information of the Institute. Non-disclosure of any such illness resulting in non-performance or absenteeism will be viewed seriously and in such a case the institute reserves the right to terminate the admission of the student. While GBPSSI is very much concerned about giving opportunity to less enabled candidates, suitability relating to the course shall be examined.

D.8 **LIBRARY RULES**

- i) Maximum of three books at a time shall be issued to MBA (Rural Development) students.
- ii) Books shall not be issued for more than 7 days. But a book may be renewed on request if it is not required by some other student.
- iii) A book must be returned by due date otherwise a fine Rs. one only per book per day will be imposed.
- iv) Journals and other research books shall not be issued.

- v) The borrower will be required to pay full (present) cost of any book lost or damaged in any way i.e. highlighting, underlining and tearing of page etc.

Fifteen days before the semester examinations, the following rules would be imposed:

- i) One book shall be issued to the students at a time only for overnight.
- ii) A book must be returned by 10:00 AM on the next working day failing which overdue charge of Rs. 50.00 (Fifty) only per book per day will be imposed.

CODE OF CONDUCT FOR STUDENTS

The following Code of Conduct of the University of Allahabad
shall also apply to the students of
The G. B. Pant Social Science Institute

1. a) All students of the University system shall conduct themselves in a manner that is consistent with the academic and social objectives and the repute of the institution in which they are enrolled and of the University system, the maintenance therein of an environment conducive to the pursuit of knowledge and the promotion of a harmonious relationship amongst students and the observance of the provisions of the Statutes, Ordinances and Regulations of the University and the rules in force in such institution.
- b) Without prejudice of the generality of the provisions of clause (a), every student shall faithfully observe the rules specified in, or implied by, the Code of Conduct, by individually, or as part of any group of students of persons, or both, refraining from any act that constitutes indiscipline and misconduct under Rule 2, and shall be liable to disciplinary action by the officers/functionaries/authorities or bodies empowered in this regard by the Statutes, Ordinances, Regulations or the Rules made thereunder, for any violation or disregard of this requirement.
2. The following acts on the part of students, individually or collectively, or in a group of two or more students or persons, shall amount to indiscipline and misconduct:
 - a) Physical assault, threat to use physical force, or any other intimidatory behaviour, within the premises of any institution of the University system, or of any unit of any such institution, against any teacher, officer, functionary, member of any authority or other body, member of the non-teaching staff, or student of any such institution or unit, or a visitor present on official invitation or for administrative or academic work in such premises;
 - b) Causing disruption or disturbance in any manner in the teaching and other academic work, the working of libraries, laboratories, facilities & amenities, admission & examination processes, administrative working, and in any institution of the University system or any unit of such institution;

- c) The use of loudspeakers or any other sound amplification device in the premises of any institution of the University system, except where the Proctor (in the case of the University) or functionary responsible for the maintenance of discipline (in the case of any such institution other than the University) has permitted such use for any educational, academic, co-curricular, literary, cultural or other extra-curricular event;
- d) Unruly and disorderly behaviour in the course of any educational or academic excursion or tour, or at any event or competition relating to curricular, co-curricular or literary, cultural, sports or other extra-curricular activities, or other social, educational or career-related programmes organised by, or in, any institution or more than one institution, of the University system, or any unit of such institution, whether within or outside the premises of any such institution or unit;
- e) Any disobedience of, or dissent against, the awards or decisions of Referees, Umpires, Judges, or other adjudicators, officiating at any event or competition referred to in sub-clause ©;
- f) Any act or statement, or distribution or display of any document or literature, including the circulars pamphlets, posters, press releases, etc., which adversely affects the public image of any institution of the University system, or of any unit thereof, or of any individual belonging to or associated with, such institution or unit;
- g) The possession and distribution of objectionable good or materials;
- h) Any act that creates, or tends to create, ill-will between groups of persons or promotes intolerance on religious, social, regional or linguistic grounds;
- i) Any act violating the provisions of the Statutes, Ordinances or the Regulations of the University, or of the rules made thereunder;
- j) The possession, display, use, or threat of use, of any weapon;
- k) Any act that interferes with the personal liberty of another person, or subjects other persons to indignity, or involves physical violence or use of abusive language;
- l) Any violation of the provisions of the Civil Rights Protection Act, 1976;
- m) Any violation of the status, dignity and honour of students belonging to

the Scheduled Castes and the Scheduled Tribes and remarks;

- n) Any act or practice, whether verbal or otherwise, that is derogatory of women or amounts to sexual harassment;
 - o) The making of false statements or the submission of false documents;
 - p) The use of title of the University, or of any institution of the University system, or of any unit of such institution, for any organisation or event, or in any communication or representation without entitlement to such use, or for purposes not specifically authorised by the concerned institution or unit;
 - q) Any attempt at bribery or recourse to any corrupt practice, in any manner;
 - r) Any act that causes any loss, destruction or defacement of the property of any institution of the University system or of any unit of such institution;
 - s) Any act amounting to unauthorised presence in, or entry or trespass into specified premises and areas, and any unauthorised retention of any property or premises, of any institution of the University system or of any unit of such institution;
 - t) Any act that causes, encourages or implies the interference of outside persons, organisations or authorities in the functioning of any institution of the University system or of any unit of such institution;
 - u) Unauthorised collection of funds;
 - v) Possession, distribution or consumption of alcoholic drinks, intoxicants, narcotic drugs, and other psychotropic substances, and presence in the premises of institution of the University system or of any unit of such institution after such consumption;
 - w) Any act involving moral turpitude;
 - x) Any act of resorting to or abetting ragging, as defined in clause 3; and
 - y) Any other act that is, in the opinion of the officers or functionaries of or any unit of the Institute, unbecoming of a student,
3. a) For the purposes of these Rules, 'ragging' means any act or practice by which the dominant status or power of senior students is brought to bear on students freshly enrolled or students who are in any way considered

by such students to be junior or inferior (hereafter in this clause referred to as "the victims") and/or which violates, tends to violate or is perceived as violating the dignity of the victim, and includes individual or collective acts or practices that -

- i) Involve physical assault or threat of use of physical force against the victims;
- ii) Violate the status, dignity and honour of students belonging to the Schedules Castes and Scheduled Tribes;
- iii) Violate the status, dignity and honour of women students;
- iv) Expose the victims to ridicule and contempt and affect their self-esteem; or
- v) Entail verbal or physical abuse or aggression, indecent gestures, obscene and other objectionable behaviour; or
- vi) Subject the victim to any pecuniary loss or any damage of personal possessions:

Provided that abetment to ragging, whether by way of presence at, or incitement to, any act, or practice of ragging, shall also amount to ragging.

- b) Ragging in any form is strictly prohibited, within the premises of any institution of the University system or any unit of such institution, or in public locations or on public transport.
- c) A complaint of ragging may be filed by, or on behalf of, any victim.
- d) If the incident of ragging reported in the complaint referred to in sub-clause (c) has occurred -
 - (i) In any unit of an institution of the University system of which the victim is a student, such complaint shall be filed with the functionary in charge of such unit; or
 - (ii) In any other location, such complaint shall be filed with the Proctor (in case the victim is a student of the University) or the functionary responsible for the discipline students (in case the victim is a student of an institution of the University system other than the University):

Provided that where the said incident has occurred in the unit referred to in serial number (I), the complaint may directly be filed with the Proctor (in the

case of the University) or the functionary responsible for the discipline of students (in the case an institution other than the University).

- e) Where the complaint referred to in sub-clause (c) has been filed under serial number (i) of sub-clause (d), the concerned functionary shall forthwith enquire into the concerned incident, and forward the complaint, along with his report thereon, to the Proctor (in the case of the University) or the functionary responsible for the discipline of students (in the case of an institution other than the University).
- f) The Proctor, in the case of the University, or the functionary responsible for the discipline of students, in the case of an institution other than the University, shall upon receipt of the report referred to in sub-clause (e), or of the complaint under serial number (ii) of sub-clause (c) or the proviso thereto, proceed in the matter expeditiously in accordance with the procedure referred to in serial number (ii) of sub-clause (a) of clause 3, read with sub-clause (a) of clause 4, of Ordinance XXIV.
- g) Where an incident of ragging has occurred and a complaint referred to in sub-clause (c) has not been filed thereon, but information on such occurrence has come, or has been brought, to the knowledge of the functionary referred to in serial number (i) of sub-clause ©, or the Proctor (in the case of the University) or the functionary responsible for the discipline of students (in the case of any other institution of the University system) may suo motu take cognizance of such information as may be relevant, and proceed in the same manner as if such complaint had been filed, in accordance with the provisions of sub-clause (c) or (d) or (e).
- h) Where any student has, after the completion of the procedure referred to in sub-clause (f), been found guilty of ragging, he shall be awarded penalty in accordance with the schedule of penalties referred to in serial number (ii) of sub-clause (a) of clause 3, read with sub-clause (a) of clause 4, of ordinance XXIV.

THIS INSTITUTE

The Govind Ballabh Pant Social Science Institute (GBPSSI) is a leading research and teaching Institute in the Social Science and Development Studies in India. The Indian Council for Social Science Research (ICSSR), Government of India, and the Government of Uttar Pradesh collaborated to establish it in 1980. The Institute focuses its efforts in the social sciences and management on both theoretical and applied research, particularly in the disciplines of socioeconomic and human development, environment, culture, and public policy. It provides academic and professional support to both government and non- government organizations through training and consultations. The Institute became a Constituent Institute of the University of Allahabad, after the University became a Central University in July, 2005. From 1990s onwards, the world underwent cataclysmic changes and the Institute realized the need of trained professionals for rural development. In 2001, Institute started the MBA (Rural Development) program to meet out the needs of trained professionals. Since then, students have been passed and successfully placed in leading organizations of development sector.

THE CENTER FOR RURAL DEVELOPMENT AND MANAGEMENT

The Center for Rural Development and Management houses the Master of Business Administration – Rural Development (MBA-RD) Programme and Rural Stations. The center through these initiatives aims to bridge the gap between the globalised world and the village to be self-reliant.

In order to facilitate achievement of the objectives of the MBA-RD programme and those of the larger purposes of the Institute it has established Rural Stations at different village locations. The Rural Stations shall help the Institute intervene in these locations and also facilitate students in relating with what is being taught in the class-room.

THE MBA-RD PROGRAMME

The Institute started the two-year full-time MBA-RD programme in 2001 to train students and provide professionals to development agencies for lifting fleet and bringing considerable changes in the lives of the rural poor through their developmental activities.

This Post-Graduate degree in MBA-Rural Development is awarded by the University of Allahabad.

THE MISSION STATEMENT

The mission of the MBA-RD programme is to build committed and competent professionals who could transform rural communities that are embedded in a culture of silence into those that can think and act on their own, plan their own destiny, control and manage their own institutions, evolve and adopt technologies for sustainable development as well as adapt to changing demands of the market.

OBJECTIVES

The objectives of the programme are:

- To train students to become development managers in the formal and informal sectors consistent with the needs of a rural society.
- To equip young men and women with entrepreneurial abilities.
- To inculcate egalitarian values among students for professional commitment, integrity and ethics informed by social purpose.
- To train students into competencies for acting as effective change agents in bringing about rural transformation.

UNIVERSITY OF ALLAHABAD

Regulations

Choice Based Credit System (CBCS) On The Academic Programmes In The University

(Framed under Clauses 1(a) (i) and 3(a)(x) of Ordinance LX: The Organisation and Conduct of Examinations.)

These Regulations may be called Allahabad University Regulations of the Choice Based Credit System (CBCS) for all the Degree / Diploma / Certificate Program.

1. Scope, Application & Commencement

- i. The regulations provided herein shall apply to all regular Degree / Diploma / Certificate Programmes conducted by the University. These regulations shall not apply to Distance Education programmes, if any.
- ii. These regulations shall come into force with effect from the date / dates as decided by the Examination Committee.
- iii. The provisions herein supersede all the existing regulations for the regular programmes, to the extent herein prescribed.

2. Definitions: In these Regulations, unless the context otherwise requires :

- i. Academic Year: Two consecutive (one Spring + one Autumn) semesters constitute one academic year.
- ii. Choice Based Credit System (CBCS): The CBCS provides choice for students to select from the prescribed courses (core, elective or minor or soft skill courses).
- iii. Course: Usually referred to, as 'papers' is a component of a programme. All courses need not carry the same weight. The courses should define learning objectives and learning outcomes. A course may be designed to comprise lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/

self-study etc. or a combination of some of these.

- iv. Credit Based Semester System (CBSS): Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
- v. Credit Point: It is the product of grade point and number of credits for a course.
- vi. Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- vii. Cumulative Grade Point Average (CGPA): It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.
- viii. Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale.
- ix. Letter Grade: It is an index of the performance of students in a course. Grades are denoted by letters O, A+, A, B+, B, C, P and F.
- x. Programme: An educational programme leading to award of a Degree, Diploma or Certificate.
- xi. Semester Grade Point Average (SGPA): It is a measure of performance of work done in a semester. It is the ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
- xii. Semester: Each semester will consist of 15-18 weeks of academic work equivalent to 90 actual teaching days.
- xiii. Transcript or Grade Card or Certificate: Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester.
- xiv. Student: Person admitted to Post Graduate/Under Graduate/

Integrated / Integrated dual Degree / 4 Year BS/ 4 Year B Tech/ D. Phil. programmes under these Regulations

3. Programme Structure:

Programme Duration: The duration of a Post Graduate programme shall be a minimum of 4 semesters. The Masters Degree in the Constituent Institutes of the University is full time course of study. The Autumn Semester may be scheduled between July and December and Spring Semester between January and June.

Course Credit System/Structure: In general a certain quantum of work measured in terms of credits is laid down as the requirement for a particular degree. The student acquires credits by passing courses every semester, the amount of credit associated with a course being dependent upon the number of hours of instruction per week in that course.

There are mainly two types of courses- **lecture courses** and **practical/lab/field-based courses**. *The credit (C) for a course is dependent on the number of hours of instruction per week in that course. One Credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.* Thus, for example, a lecture course having two lectures and one tutorial per week throughout the semester carries a credit of 3 (showing values of L-T-P-C as 2-1-0-3). Similarly, a **practical/lab/field-based** course having one tutorial and four laboratory hours per week throughout semester carries a credit of 3 (Showing values of L-T-P-C as 0-1-2-3). Credits are also assigned to Practical Training, Seminar and Projects. Sports/NSS/NCC etc. are, however, non-credit requirements. For professional courses, summer internship / workshops/ trainings ranging from four to six weeks would also be considered as non-credit requirements.

4. Student Evaluation and Examination

Scheme of Examination

The scheme of Examination shall be divided into two parts: Internal assessment and Semester end examination. Internal Assessment includes Assignments, Seminars, Case Studies, Quiz, Viva, Unit Tests

etc. The Internal Assessment will contribute 40% and the semester end examination will contribute 60% to the total marks.

Internal Assessment

- i. Evaluation of continuous assessment for each course shall be made on the basis of the student's performance in the best of the two tests/assignments/ presentations/group discussion/quiz (carrying 20% marks of the course) organized by the course Instructor and one Mid Semester Examination (carrying 20% marks of the course).
- ii. The schedule for the continuous assessment and the grading system shall be made known to the students at the beginning of the semester. The tests/ assignments/ quiz / group discussions / presentations shall be evenly spaced out throughout the semester.
- iii. The marks awarded for continuous assessment shall be made known to the students ordinarily within ten days of the conduct of the test etc. Students may seek clarifications, if any, about their performance from the teacher concerned within a week of the declaration of marks/grades. If there is any problem, then the student can refer the matter to the Director.
- iv. No special tests will be arranged for any individual student. However, if course teacher feels it necessary he/she may arrange it in his/her course after seeking permission from the Director of the Institute.

End-Semester Examination:

- i. Each semester shall have normally 90 teaching days excluding examination. A student shall be eligible to appear in end-semester examination only if he/she has at least 75% of attendance in respect of classes delivered in each paper/course separately. In case if a student failed to fulfil this condition due to some unavoidable circumstances beyond control like illness etc., attendance up to 20% can be condoned by the Director of the Institute on production of medical certificate/supporting documents on justified grounds.
- ii. If a student represents his/ her institution, University, State or Nation in Sports, NCC, NSS or Cultural or any other officially sponsored activities, he/ she shall be eligible for relaxation of attendance up to 20% in a paper based on the specific recommendations of the

Director of the Institute.

- iii. Duration of end-semester examination for each course will be 3 Hours. The End-Semester examination paper will contain questions from all units.
- iv. The marks will be given for all examinations and they will be converted into grade (quality) points either based on absolute or relative grading system. The semester-end, final grade sheets and transcripts will have only Credits, Grades, Grade Points, SGPA and CGPA.
- v. The end-semester Viva-Voce Examination shall be jointly conducted by an external and an internal examiner. If for any reason, the external examiner is not available, a panel of three internal examiners appointed by the Director of Institute shall conduct the Viva-Voce examination in question.

Grades and Grade Points

Percentage of Marks	Grade Point	Letter Grade	Classification
Marks above 80	10	O	Outstanding
Marks > 73 & ≤ 80	9	A+	Excellent
Marks > 66 & ≤ 73	8	A	Very Good
Marks > 59 & ≤ 66	7	B+	Good
Marks > 52 & ≤ 59	6	B	Above Average
Marks > 45 & ≤ 52	5	C	Average
Marks > 40 & ≤ 45	4	P	Pass
Marks < 40	0	F	Fail
Absent	0	Ab	Absent

Evaluation of Projects

- I. A learner shall have to obtain minimum of grade 'C' (or its equivalent marks) in projects. The number of credits for the project shall be decided by the board of studies of the concerned academic unit.
- ii. A learner who passes in all the theory papers but does not secure minimum grade 'C' in project as applicable has to resubmit a fresh project till he/she secures a minimum grade 'C'. His/her marks and/or grades in the theory papers that the learner has passed will be carried forward.

- iii. The evaluation of project shall be by awarding grade in the ten point scale as given above.
- iv. Project will be graded only at the end of the programme.
- v. A panel of internal and external examiners (at least one internal and one external) shall evaluate the project report and conduct the viva-voce examination.

Promotion To Next Semester And Additional Examination:

- i. A Student shall be declared as 'Passed' and promoted to the next semester when s/he earns 'C' Grade or above in the last concluded semester examination and has not got below 'P' grade in more than two courses in the previous semester.
- ii. A Student shall be deemed as 'Failed' in a semester when s/he gets below 'P' Grade in more than two courses offered in the previous semester, or does not appear in the examination in more than two courses. Such students will repeat the semester on payment of semester fees.
- iii. Additional examination (except for the last two semesters of the programme) for the courses in which students have failed or were absent will be held along with the corresponding semester examination for those courses of the succeeding academic years, provided that the student does not carry more than four papers of the previous semesters at any time during the course of study.
- iv. In case, a student has failed in less than three papers in the final semester, the student will be permitted to appear in the additional examination in those papers that would be conducted around forty days after the declaration of the final semester result. In case, a student fails in the project, the student has to complete the project and appear in the examination in the corresponding semester of the succeeding academic year.
- v. A student who has passed all the papers in a semester but has failed to get an overall grade of 'C' shall be promoted to the next semester and shall appear in the additional examination for two of the courses of his/her choice from the previous semester.
- vi. The backlog course(s) additional examination shall be held for the semester end examination paper only. The points scored by the

candidate in the Continuous Assessment shall be carried forward.

- vii. The (provisional) results of the additional examination shall be announced within two weeks (subject to the ratification by the Departmental Examination Committee when it meets next).
- viii. A student who fails to pass in any semester or carries over more than four papers would not be allowed to be promoted to the subsequent semester and has to repeat the semester in which he fails or accumulates fail grade in more than four papers. ix. A candidate may get chance to clear all the courses within double the duration of the course of study. i. e. for 2 year course within four years. However, the student shall be allowed only once to repeat the first semester. If she/he fails again in the first semester, she/he be required to withdraw from the programme.

Miscellaneous

The University may from time to time revise, amend and change the Regulations.

Programme Design

	S.No.	Activity	Period
Semester 1	1.	Immersion Work	
	2.	COURSE WORK I	
		MBR-501 Fundamentals of Management	* Village Work - I 1 Week
		MBR-502 Rural Development: Issues, Approaches and Policies	
		MBR-503 Quantitative Techniques	
		MBR-504 Computers & Information Communication Technology	
		MBR-505 Rural Economic and Social System	
		MBR-506 Rural Institutions and Community Organizations	
		MBR-507 Communication and Writing Skill	
	3.	MBR-531 Village Work Study Report I* and Viva-voce	2 Weeks
	4.	End Semester Examinations	
	5.	Winter Internship	4 Weeks
Semester 2	6.	COURSE WORK II	
		MBR-516 Organization Behaviour	* Village Work - II 2 Weeks
		MBR-517 Accounting for Management	
		MBR-518 Research Methods and Application	
		MBR-519 Operations Research	
		MBR-520 Managerial Economics	
		MBR-521 Intervention in Rural Settings	
		MBR-522 Quality of Life and Social Advancement	
	7.	MBR-541 Village Work Study Report II * and Viva-voce	2 Weeks
	8.	End Semester Examinations	
	9.	Summer Placement Work: Training in a Development Organization	6-8 Weeks
Semester 3	10.	COURSE WORK III	
		MBR-601 Business Environment: Policies, Acts and Institutions	Research Project-1
		MBR-602 Financial Management	
		MBR-603 Human Resource Development & Management	
		MBR-604 Environment and Natural Resource Management	
		MBR-605 Entrepreneurship Development	
		MBR-606 Management and Information System	
		MBR-607 Action Research and Organizing Development	
	11.	MBR-631 Summer Placement Report and Viva-voce	2 Weeks
	12.	End Semester Examination	
	13.	Research Work II (Data Collection)	2 Weeks
Semester 4	14.	COURSE WORK IV	
		MBR-616 Strategic Management for Rural Development	15 Weeks
		MBR-617 Technologies for Rural Development	
		MBR-618 Marketing Management and Rural Markets	
		MBR-619 Agri-Business and Rural Industries	
		MBR-620 Management of Social Empowerment	
		MBR-621 Global Economic Environment & Rural Development	
	15.	MBR-622 Comprehensive Viva-voce	2 Weeks
	16.	MBR-641 Research Project Report	
	17.	End Semester Examination	

MBA (Rural Development)

Code	Nomenclature	Maximum Marks		Credit
		Sessional	End Semester Exam	

YEAR -1 : SEMESTER I

MBR-501	Fundamentals of Management	40	60	3
MBR-502	Rural Development: Issues, Approaches and Policies	40	60	3
MBR-503	Quantitative Techniques	40	60	4
MBR-504	Computers and Information Communication Technology	40	60	2
MBR-505	Rural Economic and Social System	40	60	2
MBR-506	Rural Institutions and Community Organizations	40	60	2
MBR-507	Communication and Writing Skill	40	60	3
MBR-531	Village Work Project I & Viva-voce	40	60	4
Total		320	480	23

YEAR -1 : SEMESTER II

MBR-516	Organization Behaviour	40	60	3
MBR-517	Accounting for Management	40	60	3
MBR-518	Research Methods and Application	40	60	3
MBR-519	Operations Research	40	60	2
MBR-520	Managerial Economics	40	60	3
MBR-521	Intervention in Rural Settings	40	60	2
MBR-522	Quality of Rural Life and Social Advancement	40	60	2
MBR-541	Village Work Study Report -II & Viva-voce	40	60	4
Total		320	480	22

YEAR -2 : SEMESTER III

MBR-601	Business Environment : Policies, Acts and Institutions	40	60	3
MBR-602	Financial Management	40	60	3
MBR-603	Human Resource Development and Management	40	60	3
MBR-604	Environment and Natural Resource Management	40	60	3
MBR-605	Entrepreneurship Development	40	60	3
MBR-606	Management and Information System	40	60	2
MBR-607	Action Research and Organizing Development	40	60	2
MBR-631	Summer Placement Report and Viva-voce	40	60	4
Total		320	480	23

YEAR -2 : SEMESTER IV

MBR-616	Strategic Management for Rural Development	40	60	3
MBR-617	Technologies for Rural Development	40	60	2
MBR-618	Marketing Management and Rural Markets	40	60	3
MBR-619	Agri-Business and Rural Markets	40	60	3
MBR-620	Management and Social Empowerment	40	60	2
MBR-621	Global Economic Environment and Rural Development	40	60	2
MBR-622	Comprehensive Viva Voce	40	60	3
MBR-641	Research Project Report	40	60	4
Total		320	480	22

MBR - 501 : Fundamentals of Management

Credit : 3, Lecture Hours : 45

	Course Objective To describe the subject, its nature and give an understanding of the overall processes, structure and relationships in order to manage organizations and its members. Students at the end of the course would be able to appreciate importance of managing, roles and responsibilities of a manager and also define their future role of a development manager.
Unit 1	Introduction to Management Nature of management sciences Contemporary issues and challenges Ethics in organizations Social responsibilities of organizations (CSR)
Unit 2	Management Thought and Thinkers Management Theories - Classical Neo-classical Modern
Unit 3	Management Functions Planning Organising Directing Controlling
Unit 4	Rural Management Distinct Nature Rural Livelihood Problems of rural sector Managing rural resources Farm and Non-Farm activities.
Unit 5	Case Studies Case related to Rural Management will be discussed

Reference Books:

Griffin W. Ricky: Management, 5th Ed. AITBS Pub. & Distributors, Delhi
Allen : Management & Organization, Mc-Graw Hill Int.
Koontz. H & Weihrich, H. : Essentials of Management, McGraw Hill Int.
Stoner : Management, Tata McGraw Hill.

MBR-502 : Rural Development: Issues, Approaches and Policies

Credit : 3, Lecture Hours : 45

Course Objective

This course aims at developing the understanding of students regarding the basic theoretical concepts of rural development. It also explains the various issues, approaches and developmental policies instrumental for transforming rural life. This paper enables the students to understand the various tools of development and put this knowledge into practical use while working in this field. A better understanding of the basic concepts will help them to develop their competencies to tackle the emerging challenges in rural areas.

Rural Development : Historical Perspective

Unit 1

Concept and Philosophy of Rural development.
Growth vs. Development, History of Rural Development
Colonialism and Rural Development, Stakeholders in rural development

Development Theories

Unit 2

Modernisation Theories - Rostow's Model, Harrod-Domar Model,
Lewis's Dual Sector Model, Schumpeterian Theory of Development, Dependency Theories,
Gandhian Theory

Issues and Determinants

Unit 3

Emerging Issues in rural development, Determinants of rural development
Measures of rural development, Economic Reforms and Rural Development.

Approaches & Policies

Unit 4

Distributive Justice - Community Development, Land Reforms, Green Revolution Service
Delivery Approach - Target Approach, Minimum Needs; Participatory Approach; Social and
Human development Approach, Top-down vs. Bottom up, Participatory Development
Self-sustaining Autonomous Development vs. State/Market induced Development.
Rehabilitation Policies.

Alternative Paradigm

Unit 5

Development Education.
Developing Critical awareness to help local communities to identify issues and actions.
Participatory Education, Long term sustainable and participatory planning for building
local people's movement (i.e., local initiatives in development).

Reference Books

Katar Singh: Rural Development
D.R. Shah (1990): Alternatives in Rural Development
G.V.S. De Silva et.al. (1998): Towards A Theory of Rural Development.
Hasrat, A.H.: Integrated Approaches to Rural Development
Hunter et.al.: Policy and Practice in Rural Development.
Priston, P.W.: Theories of Development, Routledge & Kegan Paul, 1982.
Critical Rural Theories, Rawat Publication

MBR 503 : Quantitative Techniques

Credit : 4, Lecture Hours : 60

Course Objective

The purpose of the course is to equip students on various aspects of quantitative techniques, including basic clarity about the concept of probability, hypothesis and its testing and use of statistical theory. Basic concepts of calculus are also covered.

Unit 1

Probability- Probability- definition, objective and subjective, addition and multiplication, Theorem of probability, conditional probability, Probability distributions: Binomial, Poisson and Normal, Bayes' theorem.

Unit 2

Statistics: Definition; Scope; Levels of measurement; Tabulation of data; Measures of central tendency; Measures of dispersion; Correlational techniques.

Unit 3

Testing of Hypotheses - Inferential Statistics, Errors in drawing inferences, Sampling distributions Students', t-test, Testing for Significance of Mean and Mean differences, ANOVA-F-test.

Unit 4

Non parametric statistics: Chi square; Median; Mann - Whitney U test.

Unit 5

Regression Analysis – Assumptions and Methods; Statistical Decision Theory – Basic Concepts; Decision tree analysis.

Reference Books

Elhance, D.N. : Fundamentals of Statistics.

Levin & Kirth : Quantitative Approach to Management

Raghavachari : Mathematics for management

T. Yamane (1981) : Mathematics for Economics. An Elementary Survey,
Prentice Hall of India Pvt. Ltd., New Delhi.

Thomas, J.J. (1973) : An Introduction to Statistical Analysis for Economists,
Weidenfeld & Nicholson, London.

Siegel, S. : Non-parametric Methods.

MBR - 504 : Computers and Information Communication Technology

Credit : 2, Lecture Hours : 30

	Course Objective To impart computer proficiency skills for project and data management also using SPSS for data analyses. Also it acquaints them with several advances in Information Communication Technology for project management.
	Documentation and Presentation
Unit 1	Introduction to Windows Preparation and Management of documents using Microsoft Word Developing Presentations using Microsoft Power Point
	Data Management Tools: Excel
Unit 2	Creation of Tables, Formulae, Functions Printing Management Working with Pivot Table Data Analysis Tools
	Accounts Management Tool: Tally
Unit 3	Accounting concept for Tally Creation of Company Creation of Groups and Ledger Payment, Receipt and Contra Entries Management and Printing of Reports
	Data Analysis
Unit 4	About Data, Preparation of data for analysis Basics of SPSS Data Entry and Data Cleaning, Data Management and Data Analysis Interpretation of results. Introduction to Atlas Ti for Qualitative Data Analysis
	e-Governance and m-Governance
Unit 5	Concept of e-governance, Models, Application of e-governance in India, Advantages and Challenges of e-Governance, Future Technology of e-Governance. Introduction to m-Governance, Objectives, m-Governance in India, Mobile Services Delivery Gateway (MSDG), Benefits and Challenges of m-Governance.

Reference Books

Fields, Andy: Discovering Statistics using SPSS, Sage Publications.
Kerr, A.W.: Doing Statistics with SPSS, Sage Publications, London.
Online tutorials for Word, Power point, Excel, Tally.
Prabhu, C.S.R.: E-Governance : Concepts & Case Studies, PHI Learning

MBR-505 : Rural Economic and Social System

Credit : 2, Lecture Hours : 30

Course Objective

Course objectives: The course will deal with understanding of the structure and dynamics of rural economic, social and political systems, their attendant problems and the manner in which they impact on Rural Development.

Unit 1

Introduction
Resource base of rural economy
Sectors of Rural Economy
Inter sectoral relations within the rural economy
Production systems
Surplus generation in agriculture and its distribution

Unit 2

Rural workforce: Child labour, bonded labour, farm labour, migrant labour
Occupational Structure
Distribution of assets and landholdings
Rural Wage Structure
Rural Poverty
Rural Unemployment

Unit 3

Rural Social System and Rural-Urban Difference
Indigenous Knowledge
Role of Electronic and Print Media in Social Change
Culture and Rural Development
Challenges before Rural Society

Unit 4

Rural Settlement Patterns, Village Community
Social Structure and Stratification,
Caste, Class and Tribe

Unit 5

Rural Power Structure:
Dominant Caste and Pressure Group
Caste, Class and Power
Social and Political Movements
Changing Power Structure

Reference Books

Desai, A. R.: Rural Sociology in India
Sharma, K. L.: the Changing Rural Stratification System
Singh, Yogendra: Modernization of Indian Tradition
Dube, S. C.: India's Changing Villages
V.M. Desai and H.M. Potter: Rural Development

MBR -506 : Rural Institutions & Community Organizations

Credit : 2, Lecture Hours : 30

	Course Objective The main objective of this course is to equip students to understand the structure and processes of organizations working at different levels with a common objective of rural transformation. It is also aimed to strengthen the critical faculty of the students for evaluation of the effectiveness of such organizations
Unit 1	Structures for Rural Development Organizations: Bureaucratic structure at union, state, district and block levels, Structure and Functions of DRDA. Panchayati Raj Institutions: Historical and conceptual background of PRIs in India, Structural framework of PRIs, 73rd Constitutional Amendment, Composition and functions of PRIs at village, block and district levels; Role of PRIs in rural development, Problems and constraints
Unit 2	Non-Government Organizations: Concept, Types and Scope, Advantages and disadvantages, Autonomy and accountability, Different emerging Public, Private and Partnership Models Co-operative Institutions: Concept, Types, Strengths and Weaknesses, Sugar, Milk, Cotton Cooperatives and Fertilizers
Unit 3	Community Organization: Concept, Types and tasks, Strengths and Weaknesses, Capacity building, Community participation.
Unit 4	Self-Help Groups and Joint Liability Groups: Concepts, Dimensions - Micro-finance, livelihood, empowerment, Community resource mobilisation; Policy Issues, Achievements and Challenges.
Unit 5	Unit 5 Facilitating Organizations: NABARD, KVIC, UNICEF, UNDP, OXFAM, CARE

References Books

Riley, John M.: Stakeholders in Rural Development, Sage Publishers, New Delhi
 Emann & Uphoff: Local Organizations, Cornell University Press, London
 Roman Kranti: People's Participation and Voluntary Action, Kanishka Publishers, New Delhi
 Karmakar, K. G.: Rural Credit and Self-Help Groups, Sage Publication, New Delhi.
 Fisher & Sriram: Beyond Micro-Credit, Vistaar Publications, New Delhi.

MBR - 507 : Communication and Writing Skill

Credit : 3, Lecture Hours : 45

	Course Objective This course aims to equip and train students for various communication environments e.g. business, social research and rural (alternative) development. This would be achieved by both theoretical and applied aspects communication practices involved in three major areas of modern business, social action and research.
	Principles of Communication
Unit 1	Principles of good business communication, Effective Verbal communication, Barriers in Communication
	Mass Communication
Unit 2	Methods of Communication - Group Methods, Conferences, Seminars, Workshops, interactive methods Media and other channels of communication - tele-communications, tele conferencing, internet, website, writing for the media
	Writing skills
Unit 3	Letter writing - Business Letters, D. O. Letters, Memos Preparation of Agenda for Meetings, Minutes, Notices Information transmission and Reception - Responding to queries and questions Reports - Structure and Types of Reports
	Research and Documentation Skills
Unit 4	Preparation of project proposal, Project report writing, Progress report writing, Presentation of reports Case Studies, Merits and Limitations, Case Study Report Writing Documentation and Dissemination of Workshop Reports
	Participatory Communication and Rural Development
Unit 5	Participatory communication, Dialogical nature of communication Organising the rural poor or marginalised groups, Participatory community planning, decision making and leadership Generative Themes, Dialogues, Trust Building and Participatory Decision making

Reference Books

- Arbind K. Sinha: Mass Media and Rural Development
Herta, A. Murphy and Herbert, W. Hidebrandt: Effective Business Communication, McGraw-Hills, Inc. Singapore.
Stuart Sillars: Success in Communication on the Job – A Practical Approach, Prentice Hall, New Jersey.
R. C. Sharma and Kishna Mohan (1979, 1987, 19-__): Business Correspondence and Report Writing, Tata McGraw-Hills Publishing Co. Ltd., New Delhi.
Jan Servaes, T. L. Jacobson and Shirley A. White (1996): Participatory Communication for Social Change, Sage Publication, New Delhi.

MBR - 516 : Organization Behaviour

Credit : 3, Lecture Hours : 45

Course Objective

The course provides an understanding of behaviors of individuals and groups in organized settings and how they influence the overall functioning of organizations. In so doing, it focuses on organizational structures and processes as well as the influence of contexts in which organizations operate. The course also attempts to raise questions relating to alignment of organizations to the socio-cultural ethos of rural societies. The course has two major learning goals: (i) train students into understanding behavior of individual members in organizations in terms of various key concepts; (ii) to make students learn how to be effective members of organizations themselves.

Introduction

Unit 1

Nature and features of organizational behaviour, Approaches to study organizational behaviour; Organisations as open systems, Characteristics and types of organizations; Emerging issues in organizational behaviour.

Culture and Socialization

Unit 2

Integrating Individual into organizations – Socialization Process
Organizational Culture - Meaning, Emergence, Maintenance.

Individual Level Process and Behaviour

Unit 3

Learning - Principles and Theories, Behavioral Change; Perception - Nature, Principles, Theories, Attribution and Set; Motivation and Emotion - Nature of Motivation, Work Motivation: Concepts & Theories, Management of Motivation, Nature of Emotion, Affect in Work Place; Personality - Nature, Determinants, Theories and Measurement.

Inter-personal Processes and Group Behaviour

Unit 4

Communication - Model, Types - Interpersonal vs Organizational, Verbal vs Non-Verbal, Blocks of Communication; Power and Influence - Meaning; Base; organization as political systems; Leadership - Nature, Theories; Leadership effectiveness; Decision Making - Nature of Organizational Decision Making, Techniques; Group Dynamics - Formal vs Informal Groups, Group vs Teams

Change Management

Unit 5

Concept of Change, Need and Resistance to Change, Theories of Planned Change.

Note : Students will be exposed to experiential exercises and case studies wherever required.

Reference Books

- Luthans, F. (2003) - Organizational Behaviour, McGraw Hill
Robbins, S. P. (2002) - Organization Behaviour, Prentice - Hall of India
Dwivedi, R. S. (2002) - Human Relations and Organizational Behaviour, Macmillan, New Delhi
Moorhead, G & Griffin, R. W. (2002) - Organizational Behaviour, Jaico Publishing, New Delhi
Newstrom, J. W. & Davis, K. (2000) - Organizational Behaviour: Human Behaviour at Work, Tata-McGraw Hill, New Delhi.

MBR -517 : Accounting for Management

Credit : 3, Lecture Hours : 45

Course Objective

- To provide a comprehensive treatment of accounting principles, technique and its application in managerial decision making.
- To have a basic understanding of significant tools and techniques of financial analysis, which are useful in the interpretation of financial statements.
- To have a brief knowledge about auditing procedure of Books of Account

Unit 1

Financial Accounting-concept. Importance and scope, accounting principles and accounting standards, Journal, Ledger and Trial balance, Cash book, Depreciation (straight line and diminishing balance methods). Bank reconciliation statement.

Unit 2

Preparation of final accounts with adjustments. Accounting books and Accounts of Non-profit Organizations, Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Provisions and Reserves - Concepts, objectives and types.

Unit 3

Cost accounting –meaning, importance, methods, techniques; classification of costs and preparation of cost sheet; inventory valuation and control; Marginal costing and its application in managerial decision making. Standard costing and variance analysis (materials, labour)

Unit 4

Management accounting – concept, need, importance and scope; Budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets; Fund Flow Statement, and Cash Flow Statement.

Unit 5

Auditing: Meaning, Objective, Types & Procedure, Vouching, Verification, Internal Check, Internal Audit, External Audit, Investigation, Audit Report.

Reference Books

- Singhal, A.K. and Ghosh Roy, H.J., Accounting for Managers, JB Publishers and Distributors, New Delhi.
- Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
- Horngren, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
- Anthony R, N. and Recee J.S. Management Accounting Principles, Homewood, Illinois, Richard D. Irwin, 1995.
- Hansen & Mowen, Cost Management, Thomson Learning.
- PC Tulsian- Financial Accounting (Pearson, 2016)
- Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
- Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

MBR - 518 : Research Methods and Applications

Credit : 3, Lecture Hours : 45

	Course Objective The aim of the course is to help the students understand elements of social research through various quantitative and qualitative methods and techniques. Also to enable students to carry independent research project and write reports.
Unit 1	Introduction to Social Research
	Elements of research process; Nature of Science; Characteristics of the Scientific method; Objectives of Social Science Research - Knowledge and Social Action; Types of Research Designs: Experimental, Correlational, Exploratory, and Descriptive. Formulation of Research Problems; Framing of Hypotheses; Criteria of good research.
Unit 2	Basics of Research
	Sampling - Goals; Sampling error; Techniques of Probability Sampling; Non-probability Sampling. Scaling - Purpose; Types of Scales. Reliability - Reducing error of measurement; Types of Reliability. Validity - Meaning; Types of Validity; Cross Validation.
Unit 3	Quantitative Methods
	Survey methods - Purpose; Designs - Cross Sectional; Panel; Questionnaire; Interviewing - structured, unstructured, Epidemiological methods (ex-case-control and cohort studies) Experimental methods - Laboratory Experiment; Quasi-experimented designs; Field experiment Field observation: Development of observation schedules, Issues of reliability and validity Archival methods - Collection of archival data, unobtrusive measures.
Unit 4	Qualitative Methods
	Observation - Observer as participant or complete observer, Problems and issues in data collection. Focus Group (F.G.) Interviewing - Purpose; How to moderate F. G., Analysis of F. G. data.
Unit 5	Exemplars of Research, Report Writing
	Narrative Analysis - Nature and purpose, Collection of narratives, Analysis of narratives. Evaluation - Formative versus summative, Processes of evaluation, Outcomes and report

Reference Book

Santosh Gupta: Research methodology and Statistical techniques.
Grbich Carol: Qualitative Research in Health
Girden Ellen R.: Evaluating Research Articles
Moch & Gates: The Researcher Experience in Qualitative Research
Singh Jaspal: Methodology and Techniques of Social Research.
Creswell, J. W.: Qualitative Inquiry and Research Design

MBR - 519 : Operations Research

Credit : 2, Lecture Hours : 30

	Course Objective Students at the end of this course would be able to understand the application of scientific methods, techniques, and tools to problems involving the operations of a system as to provide those in control of the system with optimum solutions to the problems. Also by being able to derive maximum output in minimum efforts (i.e. optimizing the solutions)
Unit 1	Meaning, significance, scope, characteristics and limitations of operations research, historical background of operations research, techniques of operations research and their uses, methodology of operations research.
Unit 2	Linear programming: Problem formulation, graphical method, simplex method including big M method.
Unit 3	Transportation problem: Solution by North-West Corner, VAM, Least Cost, Entering method, Optimization by Stepping-Stone, MODI methods; Unbalanced problems and Degeneracy. Assignment Problems: Solution by Hungarian Method, Unbalanced Problem, Maximization Case.
Unit 4	Game Theory: Game model, Saddle point, Pure and Mixed strategies, Two-persons-Zero-Sum Game, Dominance rule, graphical method. Queuing Models: Basic components, Characteristics, Birth Death Model, Deterministic model.
Unit 5	Sequencing: Assumptions, processing n jobs on two machines, n jobs on three machines and two jobs on k machines. Network Analysis: Network diagram, Dummy activities, CPM, PERT/TIME, PERT/COST.

Reference Books

Gillete: Introduction of Operations Research
Gupta & Sharma: Operations Research
Kanti Swaroop: Operations Research
C. R. Kothari: Operations Research
J.K. Sharma: Operations Research

MBR - 520 : Managerial Economics

Credit : 3, Lecture Hours : 45

	Course Objective This course aims to make the students aware of the market by mechanism, size, behavior etc. To impart through interactive classroom discussion, ideas about both demand and supply side issues and instruments in micro and macro-economics, particularly keeping in mind the need of the budding managers in areas of rural development.
Unit 1	The economic background to Management, the nature and scope of managerial economics and its relationship with other disciplines. Its significance in decision making. Fundamental concepts. Demand: Concept, demand theory, determinants of demand, elasticity of demand, Demand estimates in decision making. Mathematics for Management: Introduction to Calculus – Basic functions
	Production and Cost Analysis
Unit 2	Production concept and analysis, production function and its managerial use, laws of production. Cost concept and analysis, empirical estimates of production and costs, Revenue, Break-even and Shut Down points. Use of differentiation in revenue costs.
	Pricing Decisions and Firms
Unit 3	Pricing under different market structures Price and Output determination of firms Perfect competition Imperfect Competition - Monopoly, Monopolistic competition, Oligopoly. Alternative Goals of Firms (Farms): Profit Maximization, Sales Maximization etc. Advertisement and Price War Administered Price Demand Forecasting
	Macro-economics and Business Cycles
Unit 4	Fundamental concepts of macro-economics, Business Cycle; Inflation, Unemployment, Stagflation, Economic Forecasting for Business, National Income
	Case Studies
Unit 5	Cases related to rural economic environment will be discussed

Reference Books:

Davis, H.: Managerial Economics, ELBS - Pitman.
Dornbusch Rudiger: Macro Economics
Koutsoyiannis: Modern Micro economics
Lipsey: An Introduction to a Positive Economics
Samuelson Paul: Economics

MBR - 521 : Interventions in Rural Settings

Credit : 2, Lecture Hours : 30

	Course Objective The objective of this course is to acquaint students about various rural development programmes and their management. The course also gives adequate exposure to students about various on going experiments. Drawing out necessary learnings from these experiments is an essential feature of this course.
Unit 1	Employment and Income Generating Programmes MNREGA Act, Pradhan Mantri Kaushal Vikas Yojna, Pradhan Mantri Yuva Yojna, National Rural Health Mission
Unit 2	Social Assistance Programmes National Old Age Pension Scheme National Family Benefit Programme Maternity Benefit Scheme
Unit 3	Minimum Needs Programme Pradhan Mantri Awas Yojana Public Distribution System Mid-Day Meal Scheme Pradhan Mantri Sadak Yojana (PMSY) Swajal Dhara
Unit 4	Area Specific Programmes Watershed Development Programmes Desert Development Programmes Waste Land Development Programme Sansad Adarsh Gram Yojna Wildlife Conservation Scheme and STG
Unit 5	Case Studies AMUL, SEWA, Swadhyaya, Lok Jumbish, Anna Hazare, Joint Forest Management, Pani Panchayats

Reference Books

D.V. Rao: Facets of Rural Development in India
G.S. Bebdhu: Role of Voluntary Organizations in Rural Development
I.S. Sunderam: Voluntary Agencies and Rural Development
Inayatullah: Rural Organizations and Rural Development
Jain & Reddy: Rural Organizations
UPHOFF (Ed.): Rural Development and Local Organization in Asia (Three volumes).

MBR - 522 : Quality of Life and Social Advancement

Credit : 2, Lecture Hours : 30

	Course Objective To develop themselves as professionals in the area of social sectors the students learn in this course about various concepts and ideas related to this sector. They will be trained about the tools and techniques for organizing programmes at grassroots level in the field of education, health, drinking water, sanitation and communication.
Unit 1	Quality of Life Concepts and Components: Indicators and Construction of Composite Index Sustainable Development and Quality of Life Human Development and Quality of Life Rural Development
Unit 2	Rural Education Elementary Education Access and Quality of Education Informal Education Right to Education Challenges in Rural Education
Unit 3	Rural Health Health & Hygiene Food, Nutrition and ICDS Reproductive Health and its Management Programme and Policies in Rural Health
Unit 4	Rural Housing, Water Supply and Sanitation Water Supply Rural Housing Swatch Bharat Mission
Unit 5	Rural Communications Traditional Modes of Communication Modern Modes of Communication

Reference Books

Martha Nussbaum & Amartya Sen (1993): Quality of Life, Oxford: Clarendon Press.
Mahbubul Haq: Quality of Life.
Mukherjee, R.K.: Quality of Life.
Streefkerk and Moulik: Managing Rural Development
UNDP Reports.

MBR - 601 : Business Environment: Policies, Acts and Institutions

Credit : 3, Lecture Hours : 45

Course Objective

This course aims to provide the students a comprehensive analytical understanding of various factors affecting the business organizations/enterprises with special focus to rural business activities. Various policies, acts and institutions relevant to agriculture and rural sector are given emphasis to make the student aware that constraints and opportunities in rural/agricultural based enterprise development.

Business Economic

Business Environment - Concept, Nature and Significance
Internal and External Environment
Economic Systems: Capitalist, Socialist and Mixed economy
Environmental Analysis and Forecasting, e-Commerce

Economic Environment

Industrial Policy, Monetary Policy, Fiscal Policy, Price Policy,
Industrial Sickness, Privatization, Industrialization and Regional Development,
Licensing policies and Economic reforms.

Politico-Legal Environment

Land Acquisition Policy
Devolution of power-Union and Concurrent list, Union and State budget
Five Year Plans & NITI Aayog & Business
Changing dimensions of business laws:
Industrial (Development and Regulation) Act, FEMA, Consumer Protection Act

Technology and Socio-cultural Environment

Technology policy, Problems of selecting appropriate technology,
Barriers in technological mobility and adaptability, technology transfer
Rural Business & Rural Industrialisation,
Social responsibility and Indian business, Indian Culture and Values in Business

Global Environment

Globalization- Economic & Social Dimensions,
Exim Policy, FDI Policy, Export Promotion, Balance of Payment,
International Economic Cooperation - SAARC, WTO, MNCs.

Reference Books

Adhikari, M., Economic Environment of Business
Agarwal, A. N.: Indian Economy, Wishwa Prakashan, New Delhi.
Cherunivalam, Business Environment
Dasgupta, A. & Sengupta, A., Business Environment & Society
Dhingra, I. C., The India Economy Environment and Policy
Ramaswamy, E. A.: Industrial Relations in India, McMillan Co.
Steiner, G. A., Business Government and Society

MBR - 602 : Financial Management

Credit : 3, Lecture Hours : 45

Course Objective

- To gain an understanding on the use of basic business financial management concepts and tools of analysis.
- To have an understanding of various factors considered in designing the capital structure.
- To acquaint the students about key areas related to Investment and Working Capital Management.
- To gain an insight into various techniques of dividend and retention ratio.
- To understand and analyze the Indian Taxation System

Unit 1

Concept of Financial Management : An Overview of Finance and Related Disciplines; Scope of Financial Management; Objectives of Financial Management, Financial decision areas, Time Value of Money , Functions of Finance Manager in Modern Age, Concept of Risk and Return

Unit 2

Investment Decision: Concept of long term and short term decisions, Capital Budgeting Decisions, Calculation of non-discounting and discounting techniques. Working Capital Management: Nature of Working capital Management, Components of Working Capital, Working capital financing, Certainty & uncertainty models of inventory and cash management.

Unit 3

Financing & Dividend Decision :Sources of finance, Capital Structure, Relevance and Irrelevancy theory ,Cost of capital, Rural Financing and Dividend decision: Factors affecting Dividend Policy, Forms of Dividends , Types of Dividend Policies, Indian Financial System : Primary and Secondary Market, Key schemes.

Unit 4

Microfinance models and Rural Financing in India, National & International Agencies, Government schemes, India Financial System

Unit 5

Overview of Tax Structure in India, Tax Free Incomes, Residential status, Heads of Income Tax, Assessment of Societies and Trusts, TDS, Assessment procedures, Tax Planning, GST concept.

Reference Books

Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
Pandey I M - Financial Management (Vikas, 11th Ed.)
William Hakka Bettner Carcello- Financial and Management Accounting (TMH-16th Ed.)
Kapil-Fundamental of financial management (Wiley,2015)
Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
Bark Demazo Thampy- Financial Management (Pearson,2nd Ed.)
Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi,
Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
Microfinance Perspective and Operation: Macmillan
Direct Tax: V.K.Singhania, Taxman Publication

MBR - 603 : Human Resource Development & Management Credit : 3, Lecture Hours : 45	
	Course Objective The objective of this course is to impart familiarity with concepts and subject of HRD&M. At the end of the course the students would be able to apply their understanding of HR system and its relationship with organizational performance and that of strategic interventions in different sectors.
Unit 1	HRD: Nature and Concepts
	Human Resource Development - Concept, Philosophy and Assumptions; Approaches; HRD and Economic Development, Human Development Index (HDI), Manpower Planning
Unit 2	HRD Sectors
	Strategic interventions - Education, Health, Environment, Poor and Dis-empowered; Processes of Intervention - Mobilisation of resources, Enhancing participation, Coordination and Networking
Unit 3	Designing HR Systems
	Concepts & Functions of Human Resource System (HRS), Context and Culture of HRS designing; Job Analysis; Job Evaluation Recruitment, Selection of Induction
Unit 4	Managing Performance
	System of Performance Appraisal; Performance Review - Feedback and Counselling; Developing Person - Job fit through competence and capacity building; Role and job designing; Mentoring; Reward and Salary Management
Unit 5	Training & Organization Development
	What is training?; Needs Analysis; Training Effectiveness Nature and Goals of OD especially in rural organizations; Techniques of OD – Developing Community Group & Climate.

Reference Books

Dwivedi, R. S. (2001): Managing Human Resources Personnel management in Indian Enterprises, New Delhi, Galgotia Publication.

Pareek, U. & Rao, T. V. (2001) - Designing and Managing Human Resource System, Oxford & IBH, New Delhi

Rao, T. V. (1996) - Human Resource Development, Sage, New Delhi

Lynton, R. & Pareek, U. (2000) - Training for development, Vistaar, New Delhi

Saiyadin, M. S. (2002) - Human Resource Management, Tata McGraw Hill Publication

MBR - 604 : Environment and Natural Resource Management

Credit : 3, Lecture Hours : 45

	Course Objective The objective of the course is to sensitize students in emerging environmental concerns ranging from local to global dimensions. It intends to train the young managers in both theoretical and practical aspects of ecology and environment with a focus on sustainability and management of rural environmental resources.
	Concepts and Perspectives
Unit 1	Definition, Scope and Importance; Concept of an Ecosystem, Pollution, Global Environmental Outlook
	Rural Environment
Unit 2	The Economy of an Indian Village Ecosystem; Ecosystem Services and Payment; State of Land, Water, Air Quality, Human Health, Food, Energy, Forests, Wildlife, Marine Pollution.
	Climate Change and Disaster Management
Unit 3	India's Vulnerability to Climate Change; Pollution Index; Action Plan for Sustainable Development, Global Action on Climate Change; Disaster Management Networking and Agencies
	Environmental Movements
Unit 4	Development versus Environment; Environmental Movements in India; Circular Growth Model for Economic and Ecological Benefits; Environmental Laws.
	Field Work
Unit 5	Visit to a Local Area to Document Environmental Assets: River, Forest, Grassland, Mountain; Visit to Local Polluted Site; Study of Common Plants, Birds, Insects; Study of Simple Ecosystem

Reference Books

CSE (2017): Environment Reader for Universities, Centre for Science and Environment, New Delhi.

Baumol, W.J. and Oatuis, W.E. (1975): the Theory of Environmental Policies, Externalities, Public Outlays and the quality of life, Prentice Hall Inc.

Bhattacharya, R. N. (2001): Environmental Economics, Oxford University Press, New Delhi.

Sengupta, R. P. (2001): Ecology and Economics, Oxford University Press, New Delhi.

Asish Kothari and others (Ed.): Community and Conservation, UNESCO & Sage, 1998.

MBR - 605 : Entrepreneurship Development

Credit : 3, Lecture Hours : 45

	Course Objective This course aims to strengthen entrepreneurial support to our rural development professionals and motivate the potential entrepreneurs for establishment of small-scale enterprise to generate self-employment in rural areas. It also trains about efficient utilization of scarce resources in rural areas through indigenous knowledge and skills and its interaction with technology in emerging business environment. The course also inculcates various competencies amongst students for project formulation, implementation and management.
Unit 1	Entrepreneurship Concept, Scope and Skills, Factors influencing entrepreneurial growth Role of Entrepreneurship in Economic Development Entrepreneurship in SMEs, Corporate Social Responsibility Social Entrepreneurship, Entrepreneurship and Business Ethics
Unit 2	Entrepreneurs and Entrepreneurial Motivation Evolution of the concept of Entrepreneur, Characteristics and functions of Entrepreneurs Entrepreneurs, Managers and Leaders, Entrepreneurial Motivation and Behavior Women Entrepreneurs, Entrepreneurs in rural and tribal areas
Unit 3	Sectoral Entrepreneurship Agripreneurship, Edupreneurship, Digital Entrepreneurship, Tourism Entrepreneurship, Green Entrepreneurship, etc.
Unit 4	Institutional Support for Entrepreneurship Development Institutions by Ministry of Skill development and Entrepreneurship Support from State Government and District Industry Centre Entrepreneurship Development Program, Incubation and Accelerator Centers its relevance to Start-ups, Skill Development and Capacity Building, Mudra Scheme
Unit 5	Business Development Plan: Formulation, Implementation & Management Contents, Significance and formulation of Business Plan Enterprise Location, Raw Material, Personnel, Transport, Marketing & Finance. Financial Planning, Costs and Benefit Analysis, Feasibility Study, Monitoring, Evaluation and Feedback

Reference Books

Charles, A. D.: Entrepreneurial Management, McGraw-Hill Company
Colomboplan SCTE: Entrepreneurship Development
Saravanavel, P.: Entrepreneurship Development
Dr. SS Khanka: Entrepreneurial Development, S Chand & Co. Pvt. Ltd.
Desai: Management of Small Scale Industries
Garner: Theories of Entrepreneurship
K. L. Sharma: Entrepreneurial Performance in Role Perspectives
M. Patrick: Self-employment and Successful Entrepreneurship, Kanishka Publication, New Delhi.
M. Soundarapandian: Women Entrepreneurship: Issues and Strategies, Kanishka Publication, ND.
Sunder W. & Sherman J.: Managing New Technology Development, McGraw-Hill, New York.

MBR - 606 : Management Information System

Credit : 2, Lecture Hours : 30

Course Objective

This course provides an insight into the concept, functioning, and designing of information systems in context of organization along with at the macro level.

Introduction

Unit 1

Concepts of Information, Types of Information, Qualities and Values of Information, Definition of Information System, Objectives, Characteristics, Sources, Application, Levels of Management and Categories, Management Information System as an evolving concept, the MIS Professionals.

Development of Information System

Unit 2

System design and development, MIS support for decision-making, Decision Support System, MIS Structure based on organization function, Information Sub-system in the Functional Areas of Marketing, Finance, Production and Personnel, Telecommunication, Communication.

Emerging Trends in IT and Rural Management

Unit 3

Basics of Database Management System, Database trends, Recent advances in IT and Telecommunication, Wireless Transmission, M-Commerce Challenges Impact on Organisation and Rural Society, Management of change: Business Process Reengineering and its contribution to quality.

E-Commerce

Unit 4

Fundamental of E-Commerce, Establishing a web structure front, Internet Standards, Internet Law, Internet Security, Payment infrastructure.

Knowledge Management

Unit 5

Creating knowledge Work System, Sharing and Distribution Knowledge, Expert System, Artificial intelligence and intelligent techniques.

Reference Books

Bajaj and Nag: E-Commerce.

J.N. Bhargava: Management Information System, Creative Book Centre.

K.C. Laudon & Laudon: Management Information System, Prentice Hall of India.

S. Sadagopan: Management Information System, Prentice Hall of India

Samantha Shurety: E-Business with Net Commerce.

Basandra S. K.: Computers for Managers

MBR - 607 : Action Research and Organising Development

Credit : 2, Lecture Hours : 30

	Course Objective To train students into skills required for acting as effective change agents in bringing about rural transformation. The course intends to develop competencies required for organizing participatory development – planning, developing organizational framework, implementation and monitoring for identified developmental goals. The focus is on critical and informed participatory action in which knowledge, action and empowerment are participator based and participator controlled. Another objective of the course is to equip students with requisite skills for strategic decision making in unique contexts of non-homogenous settings of rural areas.
Unit 1	Concepts, Scope and Application Elements, scope and need of action research Action research, Participatory action research and Action science Approaches of action research, Participatory learning Building of local theory, Theory testing by collective action Integration of action and research, Development of Action Report Proposal
Unit 2	Types of Appraisal Rapid rural appraisal, Participative rural appraisal Methods of RRA and PRA, Role of Facilitators, Dealing with Government and Politics
Unit 3	Formulation of Action Plan Rationality of development work, Strategic planning, Operational planning Institution building, Internalisation of societal change, Empowerment & Capacity building
Unit 4	Organisational Features and Work Categories Major forms of development Organisations; their culture Management and leadership, Work processes and Role structure Coordination of development work
Unit 5	Concept and Scope of Monitoring and Evaluation Scope of evaluation, Purposes of evaluation Model of evaluation for programmes and projects, Evaluating organisations and their work Preparation of evaluation and Monitoring Reports and Uses

Reference Books

Daniel, D. Roman: Managing Projects: A System Approach, Elsevier Science Publishing Co.
Little, I.M.D. & Misra James (1974): Project Appraisal and Planning for developing Countries.
Meeting the Challenges, Report of the Independent South Asian Commission on Poverty Alleviation, 1996.
N. Mukherjee (2000): Participatory Rural Appraisal
Participatory Evaluation: Issues and Concerns, PRIA, New Delhi.
Rehman and Rehman: Participation for Development
S. Chaudhary: Projects Management Tata McGraw-Hill.
Thesis, J. (1991): Participatory Rapid Appraisal for Community Development, Save the Children Fund, London.
Towards Theory of Rural Development.
UNIDO: Project Formulation and Evaluation Series 1, 2 & 3. Oxford & IBH Publishing Co.
UPHOFF et.al.: Reasons for Success.

MBR - 616 : Strategic Management for Rural Development

Credit : 3, Lecture Hours : 45

	Course Objective Integration of various concepts and disciplines studied upto third semester to have a total view of organizational functioning and its overall management in reference to rural development and management.
Unit 1	Overview of Strategic Management Concept of Strategy and Policy; Process of Strategic Management; Strategists and their roles/functions.
Unit 2	Strategy Formulation Environmental Appraisal Techniques and Methods; Organizational Appraisal Techniques and Methods; Hierarchy of Strategies – Vision, Mission, Objectives and Goals.
Unit 3	Strategic Option Corporate Level Strategies; SBU Level Strategies; Functional Strategies.
Unit 4	Post Formulation Issues Tools for Strategic Analysis; Criteria and Methods of Evaluation; Implementation Issues; Evaluation and Control.
Unit 5	Rural Strategists and their Functioning Roles and Functions; Community Leadership; Participative Management; Strategic Initiatives taken by Government of India

Reference Books

Azhar Kzmi: Business Policy – Tata McGraw-Hill Publishing Co., New Delhi.
Daniel J. McCarthy, Robert J. Minichiello and Joseph R. Curran: Business Policy and Strategy- Concepts and Readings. All India Traveller Bookseller, Delhi.
John A. Pearce (II) & Richard B. Robinson, (Jr.): Strategic Management, Richard D Irwin Inc. Illinois.
S.M. Hale: Decision Processes in Rural Development in India
U.N.: Local Level Planning and Rural Development

MBR - 617 : Technologies for Rural Development

Credit : 2, Lecture Hours : 30

	Course Objective The course aims to prepare students to visualise the issues of technology with respect to rural environment/society and market. This would enable selection of appropriate technology for grass-root rural application and upliftment and availability of appropriate alternatives. These include energy and power. The particular technologies of Agriculture, Fruits/vegetables, Animal husbandry/fisheries and Watershed management will be taught indicating their variation and affirmations to rural applications.
Unit 1	Principles and Issues Market-State-Technology Linkages, Technology and Manpower Redundancy. Management of Indigenous skill and knowledge.
Unit 2	(a) Alternative Rural Technologies Concept of Appropriate Technologies, its criteria and scope in rural development. Transfer and Management of Traditional and Adapted Technology, Innovation and Rural Housing (b) Rural Energy Energy in Rural Development, energy consumption pattern in rural areas, Non-conventional energies: solar energy, wind energy and bio-gas, Innovations in energy conservations
Unit 3	(a) Technologies for Agriculture Principles of crop and seed production, Telage Practice, Management of Soil Fertility, Integrated Weed Management, Integrated pest management, Organic Farming and its components, Standards and Certification, sustainable agriculture, preparation of compost - NADEP and Vermi compost, soil testing and Nutrient management, Grain Milling Technology-Community Size Set-ups, their feasibility. Pulse milling technology- economic feasibility, Oil milling technology-economic feasibility. Precision Agriculture, Harvest and Post Harvest Technology. (b) Preservation of Fruits and Vegetables Knowledge about micro-organism, causes of spoilage of fruits and vegetables, Principles and methods of fruit and vegetable preservation, processing and preservation methods and its effect on nutritional value of food, Commercial Horticulture. Layout of orchard establishment and management, Plant protection measures and Nursery Management. Protected cultivation of vegetables, Fruits and Ornamental Plants, Production of high value crops, Micro/Drip Irrigation. Precision Cultivation of Horticulture crops, Harvesting of Crops, Pre-cooling/ Grading/ Packaging. Artificial ripening techniques. Transport storage system. Value addition marketing.
Unit 4	Food Technology Management General characteristics of different breeds of livestock and poultry. Recent technologies to maximize the profitability of livestock farming. Animal health care system and vaccination. Processing of milk and meat and its preservation. Layouts and designs of dairy, poultry, piggery building and fish pond. Meat and Poultry, Fishery, Dairy, piggery, RTE(Ready to Eat) Food packaging technology. Food safety and Quality Management. Preservation technologies and animal health care system.
Unit 5	Watershed Management Technologies Concept of watershed development, Land development and shaping, waste land development, Erosion control structures, Rain water harvesting structures. Irrigation water management, Case studies of successful watershed development projects.

Reference Books

- Blankenberg, F.P.: Appropriate Technology for Rural Development in India, Concept, 1991.
- GeetiSen (1992): Indigenous Vision, sage and India International Centre (Eds.)
- Pradip, K. Ghosh (Ed.) Appropriate Technology in Third World
- Pradip, K. Ghosh (Ed.): Technology, Policy and development
- Singh, V.N.: Transfer of Technology, Technological Change and Economic Development.
- T.K. Moulik and P. Purushottam (1986): Technology Transfer in Rural Industries:
Cases and analysis, Popular.
- Banerjee, G. C.: Text Book of Animal Husbandry.
- Tideman: Watershed Management
- Murthi, V.: Watershed Management
- Jagdish Prasad: Animal Husbandry and Dairying, Kalyani Publishers, New Delhi.
- Reddy, S.R. : Principles of Crop Production
- Handbook of Agriculture, ICAR, New Delhi
- Handbook of Horticulture, ICAR, New Delhi

MBR - 618 : Marketing Management and Rural Markets

Credit : 3, Lecture Hours : 45

Course Objective

This course provides an in-depth knowledge of basic marketing concepts/functions and how these marketing tools can be applied in Indian rural marketing system in competitive, global, multicultural business settings. This course provides an overview of marketing processes and marketing principles, and provides students with the opportunity to apply the key concepts to practical rural based business situations. The students are exposed with rural marketing environment through classroom teaching and field visits.

Marketing Management

Unit 1

Nature, scope and importance of marketing
Marketing Concepts, Social Marketing, Marketing of Services
Supply Chain Management, Distribution Channels - Role of middleman, their relevance
Marketing Mix, Branding, Pricing Policies and Promotion
Consumer Behaviour - Determinants of consumer behaviour, Buying decision

Concept, Types and Characteristics of Rural Markets

Unit 2

Introduction to Rural Markets
Prospects, Constraints and Challenges
Rural Market Segmentation and Targeting
Features of traditional, tribal and modern rural markets
Regulated Marketing, Cooperative Marketing, Processed Food Marketing (Foodgrains, dairy, meat, vegetable, fruits, oilseeds, sugarcane etc.)
4As of Rural Marketing, Pricing and Promotion Strategies

Rural Marketing Environment

Unit 3

Government intervention in rural marketing - STC, FCI, PDS, RPDS, NAFED, APEDA, NDDB, KVIC, e-NAM, APMC Act
Commodity Future/Forward Marketing, Legal Environment

Strategic Planning for Rural Marketing

Unit 4

Marketing Information System for Rural Marketing
Planning for Marketing - Components of Market Plan, Sales Forecasting, Developing the Market Budget, Marketing Control – Profitability analysis and strategic control

International Marketing

Unit 5

International Marketing: Concepts and Prospects
Export Process and Documentation
W.T.O. and its implications on rural marketing
Uruguay Round Agreement on Agriculture (AoA)

Reference Books

P. Kotler: Marketing Management, Prentice Hall of India, New Delhi
V. S. Ramaswamy and S. Namakumari: Marketing Management Planning, Implementation and Control: the Indian Context, McMillan India, Delhi
Acharya, SS and NC Agrawal: Agricultural Marketing in India, Oxford & IBH Publishing
Rajan Saxena, Marketing Management
Singh, Sukhpal: Rural Marketing

MBR -619 : Agri-Business and Rural Industries

Credit : 3, Lecture Hours : 45

	Course Objective The course aims to provide the students an understanding of the basic principles of agribusiness on one hand and operation of various rural enterprises on the other. The course is designed to introduce students to the managerial problems encountered by the agro-based/rural based firms. Students are sensitized that how marketed and marketable surpluses can be used for value addition through processing in Indian agriculture.
Unit 1	Agri-Business Operations Importance, Scopes, Issues and Options Agri-business process, Agricultural Production System, Agricultural Diversification Agriculture - Industry Linkages, Modern Agri-business System-input Supply Sector, Production Sector, Agro-Processing, Agricultural Diversification and Structural Change Contract Farming
Unit 2	Problems & Laws in Agri-business Management Challenges and constraints to agribusiness and Supply Chain Management Various laws related to agri-business - Intellectual Property Rights, FSSAI, Industrial Development and Regulation Act, Pollution Laws, Essential Commodities Act, Consumer Protection Laws, AGMARK
Unit 3	Rural Industry: Operation and Management Meaning, Concepts & Scope, Need and types of rural industries, Feasibility Study Models and strategies for Rural Industries Socio-economic impact of rural industrialisation, Economic Reforms and Rural Industrialisation
Unit 4	Constraints in Rural Industrialisation Scale Constraints, Product Development, Input Marketing and Linkages, Inventory management quality control, Information and extension, upgradation and modernisation of technology, Entrepreneurial Competence, Skill Development and Training, Policies and Legal Provisions, Facilitating Institutions
Unit 5	Financing Agri-business and Rural Industries Capital Structure, Capital Market Instruments, Equity vs. Debt Capital, Investment decision, Sources of funding, Working capital management, Sources of funds for expansion and modernisation, Cost Composition, Contracting and lease financing.

Reference Books

- Baker, G. A., O. Grunewald & W. D. Gorman: Introduction of Food and Agri-business Management, Prentice Hall
Rajgopal: Agri-business and Entrepreneurship
B. B. Singh: Agro-Industrial Integration
B. Mohanty: Economics of Small Scale Industries
Bipin Behari: Rural Industrialization in India, Vikas Publishing House Limited, New Delhi.
K. B. Suri(Ed.): Small Scale Enterprises in Industrial Development: The Indian Experiences, Sage Publication, New Delhi.
Sib Nath Bhattacharya: Rural Industrialization in India (Its Nature and Problems)
B. R. Publishing Corporation, Delhi.

MBR-620 : Management of Social Empowerment

Credit : 2, Lecture Hours : 30

	Course Objective To locate the position of the Scheduled Castes and the Scheduled Tribes in the larger Indian society; their distribution in terms of regions and locality; identification of the link of tribal economy; the causes of their subordination in historical and present terms; to identify how does empowerment evolve as a new strategy to development of these marginal sections of the population; to underline the role of NGO, Civil Society and State in such empower process.
Unit 1	Gender Issues and Women's Empowerment Feminist perspectives of discrimination, invisibility of women's work, status and health of women, place of women in traditional and modern society, development experience and consequences to women issues and debates, feminist movements, atrocities and violence against women, role of women in development.
	Women and Law Historical background of law relating women in India, Constitutional provision for women, women and panchayati raj institution, gender basis in Legislation, Issues and Acts related to child marriage, rape, dowry, Sati, prohibiting gender discrimination, personal law relating to inheritance, matrimony dissolution of marriage, maintenance and custody of children, women as criminals, legal literacy, protective legislation related to their rights at place of work, NGO experience and pressure group action.
Unit 2	Schedule Castes Development Place of SCs in Society, problems, Exploitation and atrocities, constitutional provisions, policy of protective discrimination, Changing society and mobilization of scheduled castes, problem of alienation in education, occupation and political participation, Relation and Resistance state, market and dalits.
	Scheduled Tribes Development Identification of Scheduled Tribes, STs in historical perspectives, Constitutional safeguard, general provision, special provision, Alienation from resources displacement and rehabilitation. Occupational structure, knowledge, skill and training, development issues, preservation of indigenous skill, knowledge and resources.
Unit 5	Empowerment Empowerment Process for SC and ST; Role of PRI, NGO and Social Activists. Initiatives of Civil Society, Organization for Protection of rights of SC and ST. Action Plans for the development of SC and ST. Globalization and the issue of empowerment of the SC and STs. Specific Focus on Health, Education and Political Participation.

Reference Books

Jaya Arunachalam & U. Kalpagam (Eds.): Development and Empowerment: Rural Women in India.
P. L. Mehta: Constitutional Protections to STs in India.
Ranjani K. Murthy (ed.): Building Women's Capacities.
S.K. Pachauri: Dynamics of Rural Development in Tribal India.
Swapna Mukhopadhyay: In the Name of Justice
U. Jumani: Planning from the Rural Womens perspective.
U. Kalpagam & Jaya Arunachalam (Eds.): Rural Women and Development: Issues and Challenges.
UNCTAD, Foreign Investment Reports etc. (1997-2001).
UNDP, Human Development Report (1990-2001). & World Bank Reports

MBR - 621 : Global Economic Environment and Rural Development

Credit : 2, Lecture Hours : 30

	Course Objective To make the students aware of the current world political-economic scenario, particularly with respect to the change that have been occurring around the globe. To make the students aware of the institutions, the state and the market that operate for and across countries. To make the students aware of the global level institutions and organizations that affect the national economies and the locality. In brief, the students are made aware of the mixture of locality and globality.
	Conceptual Framework
Unit 1	International Economic Order & New International Economic Order Extensive and Intensive Globalization Globalization & Regionalization Globalization & Marginalization Globalization & Poverty & Inequality of Countries Capitalist Globalization: Conditions, Compulsions & Choice
	Institutions in World Economy
Unit 2	IMF, IBRD, WTO/GATT, International Trade Blocks and Economic Groups, Policy Coordination Groups in Globalization, TNCs & Globalization, Global Governance.
	Globalization and its Impact on Rural Sector
Unit 3	Globalization: Its impact on Agriculture and Food Security. Globalization, State and Local Autonomy. Globalization and its impact on consumer behaviour Rural Economy under globalization Non-Market Concerns of Globalization Globalization, Media and change in socio-cultural environment
	Challenges
Unit 4	Challenges arising out of IPR regime, labour standardisation, trade practices, tariff & non-tariff barriers, framework for rural development under globalization.
Unit 5	Development Strategies of Large & Small Economies in Globalization, particularly w.r.t. WTO. Globalization and India, Tasks Ahead.

Reference Books

Avery, William P. (Ed.): World Agriculture and GATT
Bhalla, S.S. (Ed.): New Economic Policies for New India
Gupta, Biplab Das: Structural Adjustment, Global Trade and New Political Economy of Development
LaRue, C. Steven (Ed.): The India Handbook
WTO: Trade Policy Review, India (Annual Reports)
World Bank: World Development Report (Annual Reports)
UNCTAD: Trade and Development (Annual Reports)

Expectations from the Students

To maintain studentship in the programme the student would be expected to adhere to the following :

- Put in regular attendance in classroom, field and village work, and in organizations in which they are placed.
- Students who do not fulfill the requirements of the University would be held-up and their applications would not be eligible for the semester end examinations
- To complete all the readings prescribed by the course instructors.
- To participate actively in class discussions and contribute to learning in the classroom.
- To participate in all experiential and other exercises designed by the course instructors.
- To maintain discipline and overall personal and professional integrity.

Declaration

To be submitted to the Director of the Institute within a period of five days
from the date of receipt of this brochure

I
son/daughter of (father's name)
resident of
.....(permanent address),

hereby declare that I will abide by the rules of the Institute. If at any stage rules are
violated, the Institute shall have the right to cancel my admission and/or take any
appropriate action against me.

Name of the student

Place.....

Signature of the student

Date.....

Batch

1. Father's / Guardian's Name

2. Permanent address

3. Place of residence

Telephone no. E-mail.....

4. Local address with guardian's name, phone no. and E-mail :

5. Persons and their telephone/ mobile nos. to be contacted in case of an emergency :

I certify that the above declaration is correct to the best of my knowledge and belief.

Date.....

Signature of the student



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