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दुरध्वनी (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग– २६०९०९४)
फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.e-mail:bos@unishivaji.ac.in

Estd. 1962
NAAC 'A' Grade

Ref./SU/BOS/Comm/ 6459 **Date:- 27/06/2018**

The Co-ordinator,
Yashwantrao Chavan School of Rural Development
Shivaji University, Kolhapur.

Subject: Regarding Revised syllabi of M.B.A.(Rural Management) Part-II Choice Based Credit System (CBCS) unde the Faculty of Commerce & Management.

Sir/Madam,

With reference to the subject mentioned above, I am directed to inform you that the university authorities have accepted and granted approval to the revised syllabi of M.B.A.(Rural Management) Part-II Choice Based Credit System (CBCS) under the Faculty of Commerce & Management.

This revised syllabi shall be implemented from the academic year 2018-2019 (i.e. from June 2018) onwards. A soft copy containing the syllabus is attached herewith and it is also available on university website www.unishivaji.ac.in. (Online Syllabus).

The question papers on the pre-revised syllabi of above mentioned course will be set for the examinations to be held in October /November 2018 & March/April 2019. These chances are available for repeater students, if any.

You are therefore, requested to bring this to the notice of all Students and Teachers concerned.

Thanking you,

Yours faithfully,

Dy. Registrar

Encl: As above

Copy to;

1 Dean, Faculty of Commerce & Management
2 Chairman, BOS under Faculty of Commerce & Management
3 Director, Board of Examinations on Evaluation

} for information

3 Appointment Section
4 P.G. Admission Section
5 O.E.-I Section
6 Affiliation Section (U.G./P.G)
7 Computer Centre
8 Eligibility Sectio
9 P.G.Seminer Section

} for information and necessary action.

SHIVAJI UNIVERSITY, KOLHAPUR

Revised syllabus of MBA (Rural Management) Part- II

Yashwantrao Chavan School of Rural Development

Choice Based Credit System – (CBCS)

(Introduced from June 2018 and Onwards)

To be implemented from the academic year 2018-2019 onwards

MASTER OF BUSINESS ADMINISTRATION (M.B.A. in Rural Management)

1. YEAR OF IMPLEMENTATION:-

Under the YCSRD, a new syllabus on **M. B. A. (Rural Management) Part II** is to be implemented from,the academic year 2018-19 onwards under the faculty of Commerce and Management in Shivaji University, Kolhapur.

Updated Course Structure From 2018-19

Paper Number	Title of the Paper	Total Marks	Credits
	Semester – I (Implemented From AY 2017-18)		
S1.1	Introduction to Rural Development **(Common to MBA, MRS)**	80+20=100	4
S1.2	Economic Analysis for Rural Management **(Common to MBA, MRS)**	80+20=100	4
S1.3	Quantitative Methods for Rural Development **(Common to MBA, MRS)**	80+20=100	4
S1.4	Financial, Cost and Management Accounting**(Common to MBA, MRS)**	80+20=100	4
S1.5	Principles and Practices of Rural Management	80+20=100	4
S1.6	Organizational Behaviour	80+20=100	4
S1.7	Business Communication **(Open Elective)**	80+20=100	4
S1.8	Computer Applications For Rural Management	50+50=100	4
	Semester – II(Implemented From AY 2017-18)		
S2.1	Economic Environment and Policy **(Common to MBA, MRS)**	80+20=100	4
S2.2	Research Methodology **(Common to MBA, MRS)**	80+20=100	4
S2.3	Operations Research	80+20=100	4
S2.4	Marketing Management in Rural Perspective	80+20=100	4
S2.5	Financial Management in Rural Perspective	80+20=100	4
S2.6	Human Resource Management in Rural Perspective	80+20=100	4
S2.7	Operations Management in Rural Perspective	80+20=100	4
S2.8	Agriculture Business Management **(Open Elective)**	80+20=100	4
	Semester – III (From AY 2018-19)		
S3.1	International Business Management	80+20=100	4
S3.2	Strategic Management for Rural Industries	80+20=100	4
S3.3	Management Control System **(Open Elective)**	80+20=100	4
S3.4	Elective I paper I	80+20=100	4
S3.5	Elective I paper II	80+20=100	4
S3.6	Elective II paper I	80+20=100	4
S3.7	Elective II paper II	80+20=100	4
S3.8	Project Report and Viva Voce	50+50=100	4

	Semester – IV (From AY 2018-19)		
S4.1	Rural Entrepreneurship Development	80+20=100	4
S4.2	Business Ethics **(Open Elective)**	80+20=100	4
S4.3	Legal Environment and Cooperative Laws	80+20=100	4
S4.4	Global Quality System	80+20=100	4
S4.5	Elective I paper III	80+20=100	4
S4.6	Elective I paper IV	80+20=100	4
S4.7	Elective II paper III	80+20=100	4
S4.8	Elective II paper IV	80+20=100	4

Total Heads = 32, Total Marks = 3200, Total Credits = 32*4=128
A student can choose any TWOelectivesfrom below FIVE.
Rural Marketing electivePapers:

Paper I - Buying Behaviour and Brand Management
Paper II - Retail and Rural Marketing
Paper III - Advertisement and Customer Relationship Management
Paper IV - Marketing Strategies and Contemporary issues

Rural Finance electivePapers:

Paper I - Indian Financial System
Paper II - Financial Decision Analysis and Investment Management
Paper III - Project Planning and working Capital Management
Paper IV - Banking, insurance and Microfinance

Rural Human Resource electivePapers:

Paper I - HR planning and procurement
Paper II - Human Resource Development
Paper III - Employee Remuneration
Paper IV - Employee Relations and Labour Laws

Rural Operations electivePapers:

Paper I - Production Planning and Control
Paper II - Inventory Management
Paper III – Purchasing and Supply Chain Management
Paper IV - Project Management

Agribusiness electivePapers:

Paper I – Basics of Agribusiness
Paper II - Agripreneurship
Paper III – Global Agribusiness Logistics
Paper IV – Agro processing, Packing and Quality Control

Total contact hours shall 60 hours per paper. Each paper shall have four units of 15 contact hours each. There is no CIE for paper 3.8.

A student can carry out his/her project work of minimum 50 days after Semester II and before Semester III and has to submit the report during the third semester. The project will carry 100 marks.

2. SCHEME OF EXAMINATION SEMESTER WITH CIE AND CREDIT SYSTEM

1. NUMBER OF THEORY PAPERS AND PRACTICAL PAPERS: The Entire MBA Course shall have 30 theory papers each carrying 100 marks.
- Paper S1.8 (i.e. Computer Applications for Rural development) will have theory paper exam of 50 marks and practical exam of 50 marks.
- PaperS3.8will have Project Report evaluation of 50 marks and External Viva Voce for 50 marks.
- The entire MBA examination shall be of 3200 total marks.
- Each paper carries 4 credits totaling 32*4 = 128 credits.

2. SEMESTER EXAMINATION: The system of examination would be Semester with credit system and Continuous Internal Evaluation (CIE). The examination shall be conducted at the end of each semester.

3. CIE COMPONENT: There shall be a written test/ seminar / assignment / case study / mini project / industrial visit report for each theory paper in each semester. The total CIE Component carries 20 Marks for each theory paper. However, this condition is not applicable to Paper S1.8 (i.e. Computer Applications for Rural development) and Paper S3.8 (Project Report and Viva Voce).

4. CIE - Re-examination: If, due to any unforeseen or unpredictable event, any of the students fails to appear for the CIE examination, or fails in the CIE, the re-CIE examination for such students can be held during the same Semester.

5. SEMESTER-Re-Examination: In case candidates fail in any of the papers in any semester examination, they can appear for the re-examination in the subsequent semester.
6. The ATKT rules framed by the University apply to the course.

3. Standard of Passing:

1) To pass, 40% marks in theory paper, CIE and project are required.
2) In every paper a candidate should obtain a minimum of 40% of total marks i.e. 32 marks out of 80 marks.
3) For every CIE component, a candidate should obtain a minimum of 40% of the total marks, i.e. 08 out of 20 marks.
4) A candidate must obtain minimum marks as mentioned above in both the Heads of Passing. In other words, he/she must pass in both the Semester examination as well as CIE examination.
5) The other details regarding standard of passing, credits, Grade-points and Grades have been given under Credit System.
6) For project, a candidate should obtain a minimum of 40% in both Term work and Practical, i.e. Minimum 20 marks in Term work (Project report) and minimum 20 in Practical (Viva Voce Exam)

4. NATURE OF QUESTION PAPER AND SCHEME OF MARKING:-

For Theory papers the format will be as given below*:

Total Marks:80

Instructions to the candidates-(1) Q. No. 1 and 5 are compulsory.
(2) Attempt any two questions from Q. No. 2, 3 and 4.
(3) Figures to the right indicate marks.

Q.N.1: Case Study / Descriptive Questions	- 20 marks
Q.N.2: A) Long answer type question	- 10 marks
B) Long answer type question	- 10 marks
Q.N.3: A) Long answer type question	- 10 marks
B) Long answer type question	- 10 marks
Q.N.4: A) Long answer type question	- 10 marks
B) Long answer type question	- 10 marks
Q.N.5: Write short notes (any four out of five /six)	- 20 marks

For Paper S1.8, the format will be as given below:

Total Marks:50

Instructions to the candidates-(1) All questions are compulsory.
(2) Figures to the right indicate marks.

Q.N.1: One / Two Descriptive Questions	- 20 marks
Q.N.2: Attempt Any Two	
A) Long answer type question	- 10 marks
B) Long answer type question	- 10 marks
C) Long answer type question	- 10 marks
Q.N.3: Write short notes (any two out of three / four)	- 10 marks

***For papers (S1.1, S1.2, S1.3, S2.1, S2.2)**the conduct of examinations, assessments and results shall be as set by YCSRD,Shivaji University.

The faculty teaching various courses will make use of OHP. T.V., L.C.D./ L.E.D, and Computers / Internet wherever necessary. The equipments are available in the Department. Computer Lab with Internet connection to all and SPSS software will be made available in the School.

5. CreditSystem:

Introduction: -

Students can earn credit towards their post-graduation by way of credit allotted to the papers or to the course. Credit system permits to follow horizontal mobility towards the post-graduation courses irrespective of the boundaries of the faculties or within the boundaries of the faculties. Besides, it provides a cafeteria approach towards the higher education. A scheme has been worked out to put the credit system within the framework of the present education system in the University.

What is Credit?

Credits are a value allocated to course units to describe the student's workload (i.e. Lectures, Practical work, Seminars, private work in the library or at home and examinations or other assessment activities) required to complete them. They reflect the quantity of work each course requires, in relation to the total quantity of work required to complete during a full year of academic study in the Department. Credit thus expresses a relative value.
Students will receive credit through a variety of testing programmes if they have studied a subject independently or have successfully completed department level regular course work. The objective of credit system is to guarantee the academic recognition of studies throughout the world, enabling the students to have access to regular vertical and or horizontal course in any Institutions or the Universities in the world.

Mechanism of Credit System: -

Credit is a kind of weightage given to the contact hours to teach the prescribed syllabus, which is in a modular form. Normally one credit is allotted to 15 contact hours. It is 30 contact hours in European system. The instructional days as worked out by the UGC are 180 days (30 Weeks). The paper wise instructional days with a norm of 4 contact hours per week per paper will be of 120 days. That is 60 days or 60 contact hours per paper shall be completed during each semester session. By converting these contact hours into credit at the rate of 15 contact hours for each subject, there will be 4 credits allotted to each paper.

Theory Paper Grade Points: Conversion

The marks obtained by a candidate in each Theory paper and CIE (out of 100) or any fractions like 80 : 20 or 50:50 shall be converted into grades on the basis of the following table.

Gradepoints	Range of marks obtained out of 100 or in any fractions	
0	from 00	To 39
1	40	44
2	45	49
3	50	54
4	55	59
5	60	64
6	65	69
7	70	74
8	75	79
9	80	84
10	85	89
11	90	94
12	95	100

Grade and Grade Points:

The student's performance of course will be evaluated by assigning a letter grade on a few point scales as given below. The grade points are the numerical equivalent of letter grade assigned to a student in the 12 point's scale.

The grade and grade points and credits shall be calculated as under: -

GRADES	FGPA CREDIT POINTS
O	10 to 12
A+	8 to 9.99
A	6 to 7.99
B+	4 to 5.99
B	2 to 3.99
C+	1 to 1.99
C	0 to 0.99

The grade and grade points and credits shall be calculated as under

1. Semester Grade Point Average (SGPA)- means a semester index grade of a student calculated in the

$$(g1*c1) + (g2*c2) + ...$$

SGPA= ----------

Total number of credit offered by the student during the semester

2. Final Grade Point Average (FGPA) is the final index of a student in the courses. The final grade point average of student in the courses will be worked out on the basis of the formula indicated below:

$$\frac{n}{ci} \div \frac{n}{c1 * g1}$$

Where,

c1= Credit of the i the course (Paper)

g1= Grade point secured in each paper

n = No. of Courses (No. of papers offered (Including Project/Practical Paper)

ci = Total minimum number of the credits for whole examination

Standard of Passing/ Minimum Credits:

Evaluation: -

1. The BOS shall lay down the evaluation system for each course.

M. B. A. (Rural Management) **(Semester III)**	7 Theory papers and 1 project with 4 minimum credits each i.e. a total of minimum 32 credits each Semester.							
1. Papers	Paper S3.1	Paper S3.2	Paper S3.3	Paper S3.4	Paper S3.5	Paper S3.6	Paper S3.7	Paper S3.8
2. Minimum Credits	4	4	4	4	4	4	4	4
3. Grade points obtained	3	5	6	4	6	5	6	5
4. c1* g1	3 * 4	5 * 4	6 * 4	4 * 4	6 * 4	5*4	4* 6	4* 5
	=12	=20	=24	=16	=24	= 24	= 24	=20
	12 + 20 + 24 + 16 + 24 + 20+24 +20 = 160							
5. $\frac{c1 * g1}{ci}$	$\frac{160}{32}$							
6. SGPA	5							

M. B.A. (Rural Management **(Semester IV)**	8 Theory papers with 4 minimum credit each i.e. a total of minimum 32 credits each Semester.							
1. Papers	Paper S4.1	Paper S4.2	Paper S4.3	Paper S4.4	Paper S4.5	Paper S4.6	Paper S4.7	Paper S4.8
2. Minimum Credits	4	4	4	4	4	4	4	4
3. Grade pointsobtained	3	5	6	4	6	5	5	5
4. c1* g1	4 * 4	5 * 4	6 * 4	5 * 4	5 * 4	4 * 4	4 * 5	4 * 5
	=16	=20	=24	=20	=20	= 20	= 20	=20
	16+ 20 + 24 + 20 + 20 + 16+20 + 20 = 156							
5. $\frac{c1 * g1}{ci}$	$\frac{156}{32}$							
6. SGPA	4.875							

Contents:

Semester III

S3.1 International Business Management		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**International Business and its environment** – Significance, nature & Scope: Environment in International Business – domestic environment, foreign environment, global environment. b) International Economic Co-operation and Agreement - Regional Economic Integration (Trade Blocs) – Types of economic Integration, free trade area, customs, union, common market, economic union; European union; Indo – EU Trade; A brief review of NAFTA, ASEAN, SAARC, SAPTA; International Commodity Agreement – Quota Agreement, buffer stock agreement, Bilateral / Multilateral contracts, Generalized System of Preferences (GSP) and System of Trade Preferences (GSTP). Compare Two Countries' business Environment or Two Different trade Blocs.	15 Hours
Unit 2:	**International Economic Institutions** – International Monetary Fund – Functions; Organization & Management ; Resources of IMF – Subscription by members and borrowing ; Financing Facilities & Policies – Regular lending facilities, Special lending facilities; Technical Assistance ; Special Drawing Rights (SDRS) World Bank – policies of world bank, lending programmes . Asian Development Bank - Objective, functions. World Trade Organisation – Functions, principles, salient feature. Study the Latest schemes of above institution promoting international business	15 Hours
Unit 3:	**International Trade and payments** – Government influence on trade – protectionism, tariff barriers, non-tariff barriers, state trading, regulation of foreign trade. b) Trade in merchandise – growth of international trade; counter trade – forms of counter trade, growth of counter trade; Trade in services- restrictions in trade in services c) International Investment- Foreign Direct Investment (FDI) , Foreign Portfolio Investment (FPI) ; Factors affecting international Investment, growth & dispersion of FDI Compare Indian Trade barriers with any other country.	15 Hours
Unit 4:	**Multinational Corporations** – characteristics, importance and benefits of MNCs; Code of conduct to guide and regulate the MNCs ; Transfer of Technology – Methods and issues in transfer of technology. b) Global competitiveness – Factors of competitiveness; Technology and global competitiveness; role of innovation in competitive advantage, sources of technological dynamics. Study any MNC with Repute in the light of above points.	15 Hours
Reference Books: 1. International business Environment - Francis Cherunilam, Himalaya Publishing House, Mumbai. 2. International Business- Alan M. Rugman& Richard M. Hodgetts, Pearson Education, Delhi 3. Business Environment – Ashwathappa; Himalaya Publishing House. 4. 'International Business: Concept, Environment and Strategy' By VyuptakeshSharan;Vyuptkesh Saran.		

S3.2 Strategic Management for Rural Industries		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Introduction**: Definition& nature of Corporate Planning, Advantages and disadvantages,Concept of strategy, levels at which strategy operates, strategic decision making, approaches to strategic decision making,Definition of strategic management, strategic management process. **Strategic intent**: Vision, Mission, Goals and Objectives.,Environmental scanning and appraisal, Organizational appraisal, strategic advantage analysis Visit any industry and study strategies adopted at different levels.	15 Hours
Unit 2:	**Strategy Formulation** -Corporate level strategies- Stability, Expansion, retrenchment, and Combination strategies -Business level strategies- Cost leadership, Differentiation and focus business strategy -Strategic analysis and choice- Tools and techniques for strategic analysis, SWOC analysis, GAP analysis, Porter's five forces model, Value-chain analysis,Benchmarking, BCG Matrix, GE-9 Cell Matrix, TOWS Matrix, Grand StrategyMatrix, Mckinsey's 7S framework. Visit an industry and study Michael Porter's five forces.	15 Hours
Unit 3:	**Strategy Implementation** -Interrelationship of formulation and implementation, Resource allocation, Structures for strategies, strategic leadership, corporate culture, politics and power, Ethics and Social responsibility -Functional Strategies- Financial, marketing, personnel and operations plans and policies. Study the organisations which have innovation culture and their best practices.	15 Hours
Unit 4:	**Strategic Evaluation and Control** Overview, Strategic Control, Techniques of strategic evaluation and control,Strategies for the Bottom of the Pyramid, Digitalization strategies, Tailoring strategy to fit specific industry and company situation Study any product which is targeted to poor and for the bottom of pyramid.	15 Hours

Reference Books:

1. Strategic Management & Business Policy, AzarKazmi, Tata McGraw Hill,3rd Edition 2009.
2. Strategic Management, Concepts & Cases, Fred R. David, Pearson Education, 9th Ed.2005.
3. Competitive Advantage, Michael E. Porter, Free Press.
4. Globalisation, liberalisation and strategic Management, V. P. Michael, HimalayaPublishing house.
5. Crafting and Executing Strategy- The quest for competitive advantage, Concept & Cases-A. A. Thompson, A.J. Strickland, John E. Gamble, Arun K. Jain, Tata McGraw Hill-2010

S3.3 Management Control System (Open Elective)		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Introduction to Management Control System:** A) Concept & Scope of Management Control System: a) Basic Concept, b) Boundaries of Management Control c) Management Control Environment- Behaviour in organization- Goals; Goal Congruence, Informal factors and formal factors influencing Control Systems, d) Functions of Controller, e) Management Control Process and Strategic Planning. B) Designing Management Control Systems: a) Process of working within Organizational Structure/ Constraints, b) Identification of Responsibility Centres: Types of Responsibility Centres – cost centre, Profit Centre and Investment Centre C) Development of Measures of Performance, Monitoring and Reporting Results. Study how performance measurement is done in an industry.	15 Hours
Unit 2:	**Management Control Techniques:** A) Budget and Budgetary control: Concept of Budget, Budgeting and Budgetary Control, Organization for Budgetary control- Budget Centres, Budget Committee, Budget Manual, Budget period, Principal Budget, Fixed Budget & Flexible Budget, Factors. Advantages and limitations of Budgetary Control System. Functional Budgets and Master Budget, Cash Budget, Concept of Zero-base Budgeting, Performance Budgeting B) Standard Costing and variance analysis, C) Cost Volume Profit Relationship, a) Advanced Decisions under CVP Analysis b) Decisions on the basis of Activity Based Costing, Activity Based Management. Compare the companies doing traditional costing and activity based costing.	15 Hours
Unit 3:	**Measurement of Performance:** A)Financial Measures of Performance- Return on Investment (ROI), Residual Income, Earning per share (EPS) Net Present Value (NPV) and Economic Value Added (EVA) B) Non-financial Measures of performance –a)Control of quality, Control of Cycle time, Control of Productivity and Balanced scorecard. b) Behaviour Aspect of Management control, Motivation and Morale of Employees to achieve Goal congruence and Exert Managerial Effort through Rewards, participative and Responsive Management. Study practices implemented by companies for motivating employees.	15 Hours
Unit 4:	**Management Control in Various Organization:** A) Variations in Management Control: Management control in Service Organizations and Non-profit organizations, problems of management control in Multinational organization B) Management Control in Decentralized Organizational: a)Divisional performance Evaluation: Advantages and Disadvantages of divisionalization, prerequisite for successful divisionalization b) Transfer pricing in divisionalized companiesobjective of Transfer pricing, Methods of Transfer pricing and Transfer pricing conflict. Study MCS in any decentralized organization near your area.	15 Hours
Reference Books: 1. Anthony, Robert and Govindrajan, Vijay(2006), Management Control Systems, Tata McGraw-Hill		

Publishing Company Limited, New Delhi.
2. Charles T. Horngren and Gray L. Sundem (1994), Introduction to Management Accounting, Prentice-Hall of India Private Limited, New Delhi.
3. Maciariello, J. A. and Kirby C. J. (1994), Management Control System, Pretice-Hall.
4. Kenneth Merchant and Wim A. Van der Stede (2003) Management Control System, Pearson Education Limited.
5. Khan, M. Y. and Jain, P. K. (2013), Cost Accounting, McGraw-Hill India Pvt. Ltd., New Delhi.
6. Khan, M. Y. and Jain, P. K. (2014), Management Accounting, McGraw-Hill India Pvt. Ltd., New Delhi.

Additional Readings:

1. Giglione, G. B. &Bedein, A. G.(1974), A Conception of Management Control System, Academy of Management Journal, June 1974.
2. Study Material ICAI http://www.icai.org/post.html?post_id=10160

Suggested Research Journals:

1. Journal of Management Control
2. Management Accountant
3. Chartered Accountant
4. Indian Journal of Commerce
5. 5) Indian Journal of Accounting

Rural Marketing Elective Paper I - Buying Behaviour and Brand Management		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Introduction to consumer Behaviour**: Concept and Definition, need and significance for studying consumer behaviour, Factors influencing buying behaviour, consumer buying behaviour process, Participants in buying behaviour in rural context. Consumer modelling: - The economic model – Learning model - psychoanalytic model – The sociological model- The Howard Sheth model of buying behaviour – The Nicosia model The Engel –Kollat-Blackwell Model. Take any one consumer model for specific product/service study decision making.	15 Hours
Unit 2:	**Individual Relational importance**: Consumer behaviour and Perception, Perceptual Mapping, Learning, Personality, Attitude, Motivation. Social class and group: Definition and meaning of social stratification –factors responsible for social stratification –characteristic features of social classes Social influence on consumer behaviour. Definition and Meaning of Group - Reasons For formation of group –Types of Groups relevant to consumer behaviour – Family life cycle-Friendship Group Formal social clubs-Shopping Friends groups- Work group-Reference group. **Industrial buying behaviour**: process, factors influencing industrial buying behaviour, marketing mix for industrial buying behaviour. ***Consumer Decision Making Interview*** – Students will conduct a customer interview to explore the "live customer experience". Focus is on a purchase of a specific product/service. Students will analyse and study purchase experience and make presentation. (2 pages maximum)	15 Hours
Unit 3:	**Brand management**: Brand name and trademark, branding Decisions, advantages and disadvantages of branding, brand equity, brand image, brand personality, brand identity system, brand strategies, brand extension Study top 5 brands and bottom 5 brands analyse brand positioning.	15 Hours
Unit 4:	**Brand Development**: Brand Rejuvenation, Rebranding, Celebrity endorsements, rural brand positioning and brand building. Co-Branding Study 5 brands where celebrity endorsements made brand successful and 5 brands where celebrity endorsements were unsuccessful.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Reference Books:

1. Leon Schiffman, Leslie Lazar Kanuk, 'Consumer Behaviour'.
2. Suja Nair, Consumer Behaviour,Himalay publishing house Pvt Ltd.
3. Michael Solomon, "Consumer behaviour
4. 'Brand Management the Indian Experience: Vikas Publishing, House Pvt, Ltd., 1999.
5. Keller, Kevin Lane, 'Strategic Brand Management Building, Measuring, and Managing Brand Equity: Prentice Hall. 1998.
6. Moorthy, Y.L.R., 'Brand Management the Indian Context: Vikas Publishing House Pvt, Ltd., 2003.
7. Mathur, U.C., 'Brand Management: Macmillan India Ltd., Delhi. 2006.
8. David.A.Aaker, 'Managing brand equity.
9. Al Ries& Jack Trout Immutable Laws of Branding"
10. SubrotoSengupta "Brand Positioning"

Suggested Research Journal:

- Suggested Research Journal: Vikalp – IIM Ahmedabad.
- Fournier, Susan (1998), "Consumers and Their Brands: Developing Relationship Theory in Consumer Research,"
- Journal of Consumer Research, 24(4), 343-73.

Rural Finance Elective Paper I - Indian Financial System		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Indian Financial System:** Introduction-Meaning- Structure/components of Indian Financial System- Financial Markets; Financial Institutions/Intermediaries; Financial Instruments. Financial Institutions in Rural India -Informal financial institutions– Inadequacy of bankers and money-lenders; Formal financial institutions – Co-operatives, commercial banks including regional rural banks. Visit a commercial/cooperative bank to understand the structure and component of the financial system.	15 Hours
Unit 2:	**Financial Markets and Services**: Concept, Nature and Scope of financial Services; Regulatory Framework for Financial Services(RBI, SEBI, and IRDA); Management of Risk in Financial Services; stock market Money market, Mutual Funds; Merchant Banking Services; Managing of issue of shares and bonds-mobilizing of Fixed Deposits-Inter-Corporate Loans. Practical to visit a branch/bank and understand how the project reports are assessed for sanctioning finance to the business Visit the office of a broker insurance company to understand services provided by financial markets.	15 Hours
Unit 3:	**Other Financial Services**-Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance; Venture Capital, Factoring for Failing and Bill Discounting, Tax Environment and Financial Services. Practical to visit a corporate entity to understand the management of working capital in respective company Visit the commercial bank/branch in order to contact its customers and know the features of services like debit card, credit card.	15 Hours
Unit 4	**Micro Finance Institutions:**Introduction · Networking · Promotion of linkages · Development initiatives of the SHGs Micro Finance Institutions (MFI). Promotion of Rural Finance, Ways and Means-Micro fiancé – Self-help groups and N.G.O.'s District and Block level credit planning – Crop and livestock insurance. Visit a DCC bank or micro finance institution to understand the concept of microfinance and how it works in practice.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Reference Books: 1. Bhalla, V.K. Management of Financial Services, Anmol, New Delhi, 2001. 2. Bhalla, V KandDilbag, Singh, International Financial Centres, New Delhi, Anmol, 1997. 3. Ennew. C. Trevor Walkings& Mike Wright: Marketing of Financial Services, Heinemann Professional Pub., 1990. 4. Gordan, E and K. Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House, 1997		

5. Meidan, Arthur Brennet. M. Option Pricing; Theory & Applications, Toronto, Lexintobn Books, 1983
6. Kim, Suk and Kim, Seung, Global Corporate Finance: Text and Cases: 2nd ed., Maiami Florida, Kolb, 1993.
7. Financial Institutions and Markets- L.M.Bhole
8. Indian Financial System- Khan M.Y.
9. Indian Financial System – Pathak
10. Management of Financial Services- Bhalla V.K.
11. Indian Financial System – Dr.G.RameshBabu
12. Financial markets and institutions – Gordon, Natarajan

Rural Human Resource Elective Paper I - HR planning and procurement		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Strategic Human Resource Planning:** Strategic Human Resource Planning-definition & concept, Benefits of Strategic HRPStrategies,Methods & tools for Strategic Manpower Planning, Key Steps for Strategic HRPAssessing Competencies, Gap Analysis, Strategy Development, Macro & Micro Human Resource Planning Analyse any current issue of labour in light of above contents	15 Hours
Unit 2:	**Human Resource Planning:** Human Resource Planning-Meaning, objective, Responsibility of HR Department, Activities Required for HRP Manpower Demand Forecasting, Analysis of Performance, Analysis of ProductivityHRP Process Outline, Time Scale for HRP ForecastQuantitative and Qualitative Models of HRP, Analysis of Manpower Supply Discuss the HRP activity of Companies having sound HR policies	15 Hours
Unit 3:	**Job Analysis, Description & Evaluation:** Job Analysis – Meaning, Purpose, Methods, Aspects; Job description - Meaning, Purpose, contents, Developing job description; Job Specification- Meaning, Importance, Components; Job Evaluation- Importance, Types of Job Evaluation Schemes, Limitations of Job Evaluation Job design - Factors affecting job design; Methods / Techniques of job design. Prepare a Job Description and Specification in the class of any Job Position	15 Hours
Unit 4:	**Recruitment, Selection & Induction:** Recruitment- Process; Sources of Recruitments, Modern Techniques of Recruitment; Recruitment practices in India Selection- Meaning, Process of Selection, Different Techniques used in Selection, Hurdles in Selection Induction Programme– Objectives, benefits, Contents of Induction Programme; Phases of Induction programme Socialisation – Concept, phases of socialization Discuss the Recruitment and selection activity of Companies having sound HR policies and Discuss induction and socialisation Practices for it	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Reference Books: 1. Personnel Management by Edwin Flippo 2. Personnel & Human Resource Management – Text & Cases by P. SubbaRao. 3. Human Resource Management by Garry Desslar, Pearson Education Asia,		

4. Human Resource Management by S. S. Khanka, S. Chand & co., New Delhi
5. Human Resource Management and Personnel Management by Aswathappa, Tata McGraw Hill, New Delhi.
6. Human Resource Management by BiswajeetPatnaik Prentice Hall of India Private Limited, New Delhi.
7. Human Resource Management - An Experimental Approach by H. John Bernandin& Joyce E. A. Russel
8. Human Resource Planning – D K Bhattacharya.

Rural Operations Elective Paper I - Production Planning and Control		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**PPC Introduction and Demand Management:** Production Environments- Design to Order, Make to Order, Assemble to Order, Make to Stock; Manufacturing Resource Planning (MRP-II); Demand Management – Types of demand, Characteristics of demand, Forecasting – Objectives, principles, Qualitative and Quantitative methods, Factors affecting accuracy of forecast. Study production environment of any industry in nearby area.	15 Hours
Unit 2:	**Production Planning and Control:** PPC – Meaning, Objectives, Scope; **PlanningFunctions** – Estimating, Routing, Scheduling, Loading; Aggregate planning – Concept and Strategies; Master Production Schedule – Concept, Purpose, Inputs and Outputs, Bill of Material; Material Requirement Planning (MRP-I)- Objectives, Inputs and Outputs. Visit an industry to study how production is executed.	15 Hours
Unit 3:	**Capacity Management:**Concept, Types, Objectives; Capacity Planning – Process, Capacity Levels – Resource Planning, Rough-cut capacity planning, Capacity Requirement Planning, Capacity Control; Factors measuring capacity; Available capacity; Ways of measuring capacity – Rated Capacity, Demonstrated Capacity. Study how capacity management is donein any industry nearby.	15 Hours
Unit 4:	**Production Control:**Functions– Dispatching, Follow up, Inspection, Corrective Action; Push vs Pull system, Planning for Execution – Scheduling Techniques, Executing the plan - Production Authorization and Release, Information Docket for Execution, Control Work–in–Process, Input Output Control, Priority Control, Production Reporting Study the production control problemsofan industry.	15 Hours
Reference Books: 1. 'Basics of Supply Chain Management', APICS CPIM certification course study guide, Institute of Manufacturing Resource Management of India. 2. 'PRODUCTION PLANNING AND CONTROL: Text and Cases', by S.K. MUKHOPADHYAY, PHI Publication. 3. 'Fundamentals of Production Planning and Control', by Stephen N. Chapman, PEARSON Publication. 4. 'Operations Management', by William Stevenson, Tata McGraw Hill Publications.		
Additional Readings: 1. 'The Goal: A Process of Ongoing Improvement' byEliyahu M. Goldratt, Jeff Cox. . (1984). North River Press. 2. 'Production the TOC Way'*, by* Eliyahu M. Goldratt.		

Agribusiness Elective Paper I - Basics of Agribusiness		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Introduction of Agribusiness:**Agri business- Scope, nature, significance and challenges of Agri business, Functional Classification of Agri business, Agri business network, Agribusiness Value Chain, Contract Farming, Cooperative Farming, Group Farming, Corporate Farming , production of Hi-tech agri. Crops, agro based industries etc; Role of agriculture in Indian Economy. Identify features of successful agribusiness in your area.	15 Hours
Unit 2:	**Decision-making:** The farm as a household and business unit; Role of Management- Types of decisions, restraints on the decision maker, change and uncertainty in relation to management, decision making criteria, methods of mitigating the effects of risk and uncertainty, Time as a factor in decision-making. Farm budgeting, Farm planning; Crop planning. Production factors - law of return, optimal factor combination; Break even analysis: Concept, Role in farm management. Study management principles appliedto any agribusiness.	15 Hours
Unit 3:	**Agri Business Environment:** a. Characteristics of demand for farm products - Concept and measurement of own price, elasticity of demand and their interrelationship, Characteristics of farm product markets in India, Forecasting of demand for food products. b. Institutional Framework of Indian Agriculture: institution of ownership holdings and operational holdings, land tenure system, Land Reform Policy, Ceiling on land holdings, distribution of surplus land. Agricultural Finance: Source of Agricultural Finance, Institutional System of Agricultural Finance, NABARD and Co-operative Credit for Agriculture Sector. Crop insurance and Kisan Credit Card. Choose any agribusiness product and do SWOT analysis.	15 Hours
Unit 4:	**Recent Trends in Agri Business:**Green houses, role of Biotechnology in Agriculture, commercialization of agriculture, tissue culture, green house operations, genetically modified crops; Emerging trends in production, marketing and exports of agro products. Study online marketing of agri commodities.	15 Hours

Reference Books:

1. Government of India, Report on cooperative farming.
2. Jain,S.C.:Agriculture Planning in Developed countries.
3. Heady,E.O.:Economics of Agricultural Production and Resources Use.
4. Sadhu & Singh, Fundamentals of agriculture economics, Himalaya Publishing House.
5. Johl&Kapur, Fundamentals of farm business management, Kalyani Publisher.
6. Schultz,T.W.:Transforming Tradition Agriculture.
7. Schultz,T.W.:Economic Organisation of Agriculture.
8. Datt and Sundaram (2008), Indian Economy, S. Chand & Company, New Delhi.
9. Agarwal A.N. and Kundan K.L. Agricultural Problems of India, Vikas Publication House, New Delhi.
10. Hohn W. Penson, Oral Capps, C. Parr Rosson, (1999), Introduction to Agricultural Economics, Prentice Hall, New Jersey.
11. Ahsan, S.M. (1985) Agricultural Insurance: A New Policy for Developing Countries, Gower, Aldershot.

Rural Marketing Elective Paper II - Retail and Rural Marketing		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Retail Marketing:** Introduction to retail, business models in retail, theories of retail development, retail consumer, retail marketing mix. Take one traditional store format and modern store format.	15 Hours
Unit 2:	**Retail Strategies**, store management, Visual Merchandising, Types of store layouts, retail franchising, Types of Retail formats: Organized and unorganised. Role of IT in Retailing, Electronic Data exchange, Bar coding, RFID, Electronic payment systems, e- Retailing, Careers in Retailing. Visit a store study layout and suggest changes.	15 Hours
Unit 3:	**Rural Marketing:** introduction, Rural consumer: Age and stage of lifecycle, lifestyle, rise of consumerism, opinion leadership. Rural market environment: Occupation, Income generation, spending patterns, infrastructure, Characteristics of rural marketing, **STDP** (Segmentation: Demographic, Geographic, behavioural, Psychographic, occupational. Targeting, Differentiation, and Positioning) for rural market, Rural Marketing mix , Rural retailing-ITC E-Choupal, Project Shakti, Marketing of services. Problems in Rural Marketing. Study any product which is rural innovation and give its marketing plan.	15 Hours
Unit 4:	Marketing of Farm Inputs, agricultural products, non-farm products, Concept of Farmer producer organisation (FPO), FPO Marketing – Features & objectives of FPO, Problems of FPO in Marketing. Visit an FPO study marketing plan.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Reference Books:

1. A Sivakumar, 'Retail Marketing' Excel Books New Delhi,
2. M A Shewan, 'Retail Management' Sonali Publications New Delhi
3. Suja Nair, 'Retail Management' Himalaya Publishing House Mumbai
4. S L Gupta, 'Retail Management' Wisdom Publications Delhi
5. SwapnaPradhan, 'Retailing Management' Tata McGraw-Hill Publishing Company Limited New Delhi
6. David Gilbert, 'Retail Marketing Management' Pearson Education (Singapore) Pvt. Ltd. Delhi.
7. Rajgopal, 'Rural Marketing', Rawat Publications Jaipur and New Delhi
8. T P Gopalaswamy, 'Rural Marketing', Vikas Publishing House New Delhi
9. Bir Singh, 'Rural Marketing', Anmol Publications Pvt. Ltd. New Delhi
10. S B Verma, 'Rural Management', Deep & Deep Publications Pvt. Ltd. New Delhi
11. C S G Krishnamacharyulu, LalithaRamakrishnan, 'Rural Marketing', Pearson Education (Singapore) Pvt. Ltd. Delhi
12. A K Singh, SatyaprakashPandey, 'Rural Marketing', New Age International (P) Limited Pub. New Delhi.
13. R V Badi, N V Badi, 'Rural Marketing', Himalaya Publishing House Mumbai
14. PradeepKashyap Siddhartha Raut, 'Rural Marketing', Biztantra New Delhi
15. Rajgopal, 'Indian Rural Marketing', Rawat Publications Jaipur & New Delhi
16. Shamim Ahmad, 'Rural Marketing in India ', Ashish Publishing House New Delhi.
17. K S Habeeb-Ur-Rahman, 'Rural Marketing In India', Himalaya Publishing House Mumbai.
18. Ramkishen Y, 'Rural & Agricultural Marketing', Jaico Publishing House Mumbai Nalini
19. Bikkina Rama Mohana R Turaga,Farmer Producer Organizations as Farmer Collectives: A Case Study

from India
Suggested Research Journal: Journal of Retailing 0022-4359 1873-3271 1925 http://www.proquest.com/ 1505 A*

Rural Finance Elective Paper II - Financial Decision Analysis and Investment Management		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Investment**: Investment Concept, Characteristics, Investment Avenues, , Investment v/s speculation, Characteristics of Investment avenues of investment- Non-marketable Fixed Income Avenues- Bank Deposit, Fixed Deposit with companies, PPF scheme, PF, National Savings scheme, National Savings Certificates; Marketable Fixed Income Avenues- Shares, FCD, NCD, Bonds, RBI's Tax Free Bonds, Gilt-edged securities; Other Avenues - Units of MF, Life Insurance, Real Estate; Investment Attributes. Collect the data about schemes provided by financial institutions and compare them in terms of features.	15 Hours
Unit 2:	**Risk and Return:** Meaning of Risk, Elements of Risk- Systematic Risk and Unsystematic Risk, Measurement of Risk- Expected Return- mean-variance approach, Measurement of systematic risk. Analytical Framework for investment in Share: Fundamental Analysis- Economic Analysis, Industry Analysis and Company Analysis. Technical Analysis- Trends, Indicators, Indices and moving averages applied in Technical Analysis. Download annual report of listed company and make its fundamental analysis with reference to book value and share price.	15 Hours
Unit 3:	**Capital Budgeting**: Risk Analysis in Capital Budgeting- Sensitivity analysis, Scenario analysis and Decision Tree analysis. Capital rationing, Techniques of decision making under risk and uncertainty-Profitability and expected values, standard deviation, value of information, Optimistic pessimistic estimates, risk adjusted discounted rate, certainty equivalent approach, Pricing Decisions. Visit any corporate entity and understand the system of capital budgeting in respective company.	15 Hours
Unit 4	**Capital Structure Decision & Dividend Decision:** Financial leverage, Operating leverages, Indifference points; Approaches to appropriate Capital structure- EBIT-EPS Analysis, Guidelines for capital structure planning, Capital structure policies in practice. Dividend Decision: Determinants of Dividend Policy, Dividend policy in practice; Bonus Shares- regulation, reasons, deciding bonus ratio; Bonus shares and stock splits. To analyse the financial results of a listed company through EBIT and analysis.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Reference Books: 1. Security Analysis and Portfolio Management – Donald E. Fischer and Ronald J. Jordon 2. Investment Management by Preeti Singh 3. Investment Management - V.A.Avadhani 4. Investment – Fifth Edition- Jane Cowdell 5. Portfolio Management – Kevin		

6. Portfolio Management – Barua
7. Financial Management- (Fifth Edition) Prasanna Chandra
8. Workbook by Association of Mutual Funds in India
9. Direct Taxes:V.K. Singhaniya
10. Financial Management- Van Horne, James C.
11. Financial Management and Policy- Bhalla V.K.
12. Financial Management- Khan and Jain
13. Financial Management- I.M.Pandey
14. Principles of Financial Management-R.P.Rustagi.

Rural Human Resource Elective Paper II - Human Resource Development		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Employee Training:** Introduction, Significance of Employee Training, Assessing Training needs; Scope of Training, Steps in employee Training Process, Training Methods – On the job and off the job methods, Principles of training and areas of Training, Evaluation of A training Programme, Issues in Training. Observe any kind of Training programme and prepare report on it.	15 Hours
Unit 2:	**Management Development:** Introduction, Significance of Management Development, Goals of Management Development, Steps in A management Development process, Methods of Management Development, evaluation Of Development Programme, Management Succession Planning Discuss the Management Development activity of Companies having sound HR policies.	15 Hours
Unit 3:	**Performance Appraisal:** Performance Appraisal – Objectives & Overview;Need for Performance appraisal, essentials of performance appraisals; Problems of Performance Appraisal; Process of Performance Appraisal, Selection of Evaluator for conducting Performance appraisal; Methods of Performance appraisal – Traditional & modern methods; Issues in Performance Appraisal & Steps to Overcome the Problems Performance appraisal Process. Analyse the Performance Appraisalactivity of Companies having sound HR policies.	15 Hours
Unit 4:	**Promotion, Transfer & Demotion:** Career Planning & Guidance, Features of Career Planning, Objectives of Career Planning, Process of career Planning, Responsibility for career Planning and Development, Merits of Career Planning, limitations of career Planning, Measures to Improve effectiveness of career Planning. Study the Career Planning and mobility policy of Companies having sound HR policies.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Reference Books: 1. Training Manual on Human Resource Management & Organisational Learning - V. N. Srivastrava&Girdhar J. Gyani. 2. Personnel & Human Resource Management – Text & Cases by P. SubbaRao. 3) 3. Human Resource Management - Garry Desslar, Pearson Education Asia, 4. Human Resource Management - S. S. Khanka, S. Chand & co., New Delhi 5. Human Resource Management and Personnel Management - Aswathappa, Tata McGraw Hill, New		

Delhi.
6. Human Resource Management - BiswajeetPatnaik, Prentice Hall of India Private Limited, New Delhi.
7. Human Resource Management - An Experimental Approach by H. John Bernandin& Joyce E. A. Russel.

Rural Operations Elective Paper II - Inventory Management		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Introduction:**Inventories – Concept, Objectives, Types, and Costs associated with inventories – Item Costs, Carrying Costs, Ordering Costs, Stock Out costs, Capacity Related Costs, Cost Balancing. Inventory Management – Importance. Study of an industry about various inventory management techniques.	15 Hours
Unit 2:	**Inventory Models:** Inventory Planning Concepts - Lead time, Consumption Rate, Safety Stock, Reorder Level, Order Quantity; Inventory models – Fixed Order Quantity vs Fixed Order Interval, Economic Order Quantity and Quantity Discount Model when Stock Replenishment is instantaneous. Numerical problems based on EOQ for any industry.	15 Hours
Unit 3:	**Inventory Control:**Concept, Inventory Accounting – Tracking, Cost determination, Physical Inventory Control; Selective Inventory Control Techniques – ABC, VED, HML, FSN analysis.Service level; Documentation for Inventory control. Numerical problems based on ABC analysis for any industry.	15 Hours
Unit 4:	**Recent Trends in Inventory Management:**Computerized inventory management; Zero Inventory, Just In Time (JIT), Vendor Managed Inventory, JIT – II; Lean Manufacturing; Flow Manufacturing, Study inventory control measurestaken by any industry.	15 Hours
Reference Books: 1. 'Basics of Supply Chain Management', APICS CPIM certification course study guide, Institute of Manufacturing Resource Management of India. 2. 'Introduction to Materials Management', by J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Pearson Publications 3. 'Operations Management', by William Stevenson, Tata McGraw Hill Publications.		
Additional Readings: 1. 'Toyota Production System' by TaiichiOhno (Productivity Press, 1988) 2. 'The Toyota Way', by Jeffrey Liker, McGraw-Hill Publications.		

Agribusiness Elective Paper II - Agripreneurship		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Agripreneurship and Agricultural Production:** Entrepreneurial Characteristics of the Agripreneur,AgripreneurshipQualities & skills; Rural Development through Agripreneurship; Types of enterprises in agriculture, Problems of Agripreneurship; Production Systems - production, marketing and economics of Horticulture, Floriculture, medicinal plants, Mushroom cultivation, Vermiculture, sericulture and Organic farming; Rain Water Harvesting, Plant Tissue Culture; Production Function and its types, Technical change and agricultural productivity, Farm budgeting and cost concepts; Steps in setting up agro based industries. Agro Tourism - Problems and Prospects. Study any successful Agripreneur in your area.	15 Hours
Unit 2:	**Institutional Framework, Programs & Policies:** Agricultural Policy in India- National Agricultural policy, 2000, National Seed Policy, National Food Processing Policy, 2002 etc.; Institutional linkages to agriculture- Ministry of Agriculture, GOI, Financial Institutions, Programs and Policies related to agriculture: Schemes related to Natural Resource Management, Crops, Horticulture, Seeds, Fertilizers, Plant Protection, Credit schemes, Machinery, Agri marketing, cooperative schemes and extension schemes etc. Analyse one government institution providing aid to Agripreneur.	15 Hours
Unit 3:	**Agri Business Management:** FunctionsofAgri business management, Functional management of Agri business, Agri business economics; Agricultural Input- agricultural input supply sector and main agricultural inputs; Information Management, Risk Management, Human Resource management; Management of Farm Resources; Reasons of failure of Agri business. Prepare an agribusiness plan with your own idea.	15 Hours
Unit 4:	**Agricultural Marketing and Prices:** Marketing of Agricultural inputs, Farmers Club- Co-operatives Marketing – NAFED – NCDC - International Trade of Agricultural Produce – WTO, Cairns Group; Major Problems of Agricultural Marketing; Agricultural Prices - Need of Price Policy, Role of agricultural price commission, Methods of Pricing, CACP, MSP. Pricing in competitive Environment; Various Pricing strategies. Promotion of agricultural Products - Concept of promotional mix; Advertising, sales promotion, personal selling, publicity and public relation. Study any FPO in light of above points.	15 Hours

Reference Books:

1. Dr.SmitaDiwase, Indian Agriculture and Agri-business Management, KRISH Resource Management Network. 2009
2. S.N. Choudhary, Agri-business Marketing and Management, Oxford Book Company.
3. Gangadhar Bhatia , Agribusiness Management Mittal Publications, New Delhi 2007
4. Dantwala M.L. (ed.)(1991), Indian Agricultural Development since Independence,Second Revised Edition, Oxford & IBH Publishing Co. (General Reference).
5. Subbarao (1989),Agricultural Marketing and Credit, ICSSR(Unit 2).
6. Bhaduri, A. (1984), The Economic Structure of Backward Agriculture, Macmillan,Delhi.

7. Bilgram, S. A. R. (1996), Agricultural Economics, Himalaya Publishing House,Delhi.
8. Agricultural Marketing in India : S. S. Acharya and N. L. Agarwal
9. Principles and Practice of Marketing in India: C. B. Memorial and R. L.

S3.8 Project Report and Viva Voce

Marks: 50 Term work + 50 Practical = 100

Student has to perform a projectof minimum fifty days after semester II and before semester III. MBA being professional course it is essential for each student to practically apply or understand theoretical concepts what he/she learns during the course. The project can be done in any Company / Industry / Organization. If the project is not carried out in any organized industry (in case of a field project), the certificate could be given by the project guide for conducting the project in unorganized industry.

During project, student is expected to collect vital information through internal and external sources so as to reach concrete conclusions on the given subject. Student has to prepare the project report under the guidance of internal teacher. Coordinator of the programme will decide the last date of submission of final copy. Student should submit two typed and duly signed hard bound copies with golden embossing to the Institute;one copy for the institute and another copy for his/her personal record. Students may prepare additional copies for the organization, guide etc. A viva-voce examination will be conducted during Semester III examination. A viva-voce committee will be appointed by the university.

The project will carry 100 marks comprising of Project Report evaluation (Term work) of 50 marks and External Viva Voce (Practical) for 50 marks.

Project Report Format

- Title Page
- Executive summary
- Company Certificate
- Declaration by student
- Guide Certificate
- Recommendation from Coordinator / Director
- Acknowledgement
- Index - Heading of the chapter, page numbers and Sub headings of the chapter.

- Chapter I – Project Design and Methodology

    a. Objectives of the study
    b. Importance of the project
    c. Scope of the study
    d. Data – type, sources, method and/or techniques
    e. Limitations

- Chapter II – Theoretical Background

- Chapter III – Introduction of the Company

    a. Name of the unit
    b. Location or address of the unit
    c. Brief history of the unit and present position
    d. Financial position
    e. Manpower
    f. Organization chart

- Chapter IV – Presentation, Analysis and Interpretation of data

- Chapter V – Findings and Suggestions

- Bibliography
    - List of books, journals, published work referred to or used.
    - Links of websites referred.

- Appendices:
    - Questionnaire (If applicable)
    - Progress Report (Three)
    - Guide Student Meeting Record

PROGRESS REPORT
Progress Report No. _____

Name of Student	
Title of the Study	
Name of Guide	
Organization	
Date of Joining Organisation	
Date of Progress Report	
Period of Progress Report	
Progress :	

Signature
Students

Signature
Industry Guide

GUIDE STUDENTS MEETING RECORD

Student :
Guide :
Topic :
Organization :

Contact No :
Contact No :

Contact Person :
Designation
Contact No.

Sr.No	Date	Description	Signature of Guide / Experts	Signature of Student
1		Presentation of in plant training project work		
2		Submission of First Draft		
3		Submission of Second Draft		
4		Submission of Third Draft		
5		Presentation of Project Work		
6		Submission of Final Draft of Project report		

Sr.No.	Date	Signature of Guide	Signature of Student	Description of Discussion
1				
2				
3				
4				
5				
6				
7				
8				

Director

Semester IV

<table>
<tr><th colspan="3">S4.1 Rural Entrepreneurship Development</th></tr>
<tr><td colspan="2">Marks : 80 + 20</td><td>Total Hours of Teaching: 60 Hrs</td></tr>
<tr><td colspan="3">Syllabus Contents:</td></tr>
<tr><td>Unit 1:</td><td>Entrepreneurship as a Career – Innovation and Entrepreneurship – Theories of Entrepreneurship Development – Knowledge, Skill required for an Entrepreneur – Women Entrepreneurship Development - Prospects and Problems of Entrepreneurship in Rural Sector – Entrepreneurship: Growth and Recent trends in India. Role of Entrepreneur in Economic Development
Analyse and discuss the Qualities of successful Entrepreneur.</td><td>15 Hours</td></tr>
<tr><td>Unit 2:</td><td>Developing Business Idea- Product selection process, Search, Screening and Evaluation of ideas; Developing a Business Plan - Environmental Analysis, Scanning, SWOT, Sources of Capital, Feasibility and viability analysis
Develop Business Idea with innovative Product/Service.</td><td>15 Hours</td></tr>
<tr><td>Unit 3:</td><td>Critical aspects in the Financial, Marketing, Organization Plans, Product launching-Monitoring and Evaluation of Business-Preventing Sickness and Rehabilitation of Business Units.
Identify Problems with the innovative Product/Service.</td><td>15 Hours</td></tr>
<tr><td>Unit 4:</td><td>Framework in India- Policies regarding SSI sector, Financial support schemes (role of different banks in entrepreneurship Development), DIC (District Industries Centre’s role and functions). Venture Capital; Ministry of rural development; Export Promotion facilities for SMEs, Various Training and Development Institutions in India.
Visit any Entrepreneurial supportive organisation.</td><td>15 Hours</td></tr>
<tr><td colspan="3">Reference Books:
1. Entrepreneurship Development by P.N.Singh and J.C. Saboo. Published by Dr. P.N. Singh Centre for HRD, Opp. Santacruz(E) Railway Station, Mumbai-400055
2. Entrepreneurial Development by S.S. Khanka. Published by S. Chand and Company Ltd. New Delhi-110055
3. Dynamics of Entrepreneurship Development by Vasant Desai.
4. Innovations and Entrepreneurship by Peter Drucker Pub: UBS Publishers and Distributors Ltd. New Delhi-110002
5. Shukla M.B. Entrepreneurship and Small Business Management, KitabMahal, 2003, Agra
6. Ashis Gupta Indian Entrepreneurial Culture, WishwaPrakashan Ltd., Surrey, UK.,1994.</td></tr>
</table>

S4.2: Business Ethics(Open Elective)		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Business Ethics:** Meaning, nature and scope of business ethics, Ethical Dilemma-characteristics of ethical dilemmas in management, Ethical theories, Impact of unethical behaviour in the market system Study ethical practices followed by an industry in your area.	15 Hours
Unit 2:	**Management and Ethics** Factors influencing business ethics, Ethical issues in strategic management, Ethics for managers - role and functions of ethical managers, ethical behaviour of managers, Ethical issues in marketing, HRM, Finance, Operations and Purchase management. Role play of ethical marketing.	15 Hours
Unit 3:	**Corporate Social responsibility and Corporate Governance:**CSR-Meaning, Evolution, Need for CSR, CSR and stakeholders; Corporate governance - Meaning, issues in corporate governance, Models of corporate governance, corporate governance and the Indian ethos, promoting value-based governance in organizations. Visit an industry to study CSR activities carried out by them.	15 Hours
Unit 4:	**Ethics in Indian and Global business** Ethical issues in MNCs; Code of conduct for business in India; Ethical issues in various countries - Japan, France Germany and China. Compare corporate ethical practices of any two countries.	15 Hours

Reference Books:

1. Daniel Albuquerque, Business ethics- principles and practices, Oxford higher education.
2. Ronald D Francis, Mukti Mishra, Business Ethics- An Indian Perspective, The McGraw Hill Companies
3. S.A.Sherlekar, Ethics in Management, Himalaya Publishing House
4. S.K.Bhatia, Business Ethics and Managerial Values, Deep and Deep Publications Pvt. Ltd.
5. S.K.Mandal, Ethics in Business and Corporate Governance, The McGraw Hill Companies
6. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications.

S4.3 Legal Environment and Cooperative Laws		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Legal Environment:** (A) Definition of Law, Sources of Law- Material and Legal sources; Justice delivery system in India; Classification of Courts in India (B) Law of Contract: Definition of Contract, Essential elements of a valid contract, Discharge/Termination of Contract and Remedies for Breach of Contract. (C) Sale of Goods Act: Sale and Agreement to Sale, Conditions and Warranties, Doctrine of Caveat Emptor, Performance of Contract of Sale, Rights of an Unpaid Seller. Case study on law of contract and sale of goods act.	15 Hours
Unit 2:	**Consumer Protection Act and Right to Information Act:** (A) Consumer Protection Act: Definitions - Consumer, complaint, complainant, deficiency, unfair trade practice. Three-tier Consumer Redressal Mechanism: Establishment, composition, tenure, jurisdiction, procedure, decisions, appeal. (B) Right to Information Act: Nature and scope of RTI. Visit Consumer Court for study of above points.	15 Hours
Unit 3:	**Co-operative Legislation:** (A) History of co-operative legislation in India, Co-operative Credit Societies Act, 1904-Its importance and drawbacks. Co-operative Societies Act, 1912: An overview. (B) Banking Regulation Act, 1949: Business of banking companies, control over management, acquisition of the undertaking, suspension of business and winding up; Structure of Co-operative Banking in Maharashtra. Visit cooperative credit society to study structure of cooperative banking.	15 Hours
Unit 4:	**(A) Agricultural Produce Market Act:**Features, Challenges and Opportunities in rural markets, Regulated market **(B) Multi-State Co-operative Societies Act, 2002:** Reasons for enactment, important provisions relating to registration, amendment of bye-laws, amalgamation and division, promotion of subsidiary, organization, federal co-operatives, members, rights and liabilities, management, audit, winding up of societies; The 97th Constitutional Amendment and its consequences for co-operative societies. Visit multistate cooperative society.	15 Hours

Reference Books:

1. Legal Environment of Business-The ICFAI University Press, Hyderabad
2. Business Law- KavitaKrishanmurthi
3. The Consumer Protection Act- ArshadSubzawari
4. The Consumer Protection Act- C.M. Dhopare
5. Consumer Protection Act- Niraj Kumar
6. Business Law- KavitaKrishnamurthi
7. Essentials of Business and Industrial Laws- B.S. Moshal
8. Elements of Mercantile Law- N.D. Kapoor
9. Banking and Finance: Theory, Law and Practice-Clifford Gomez
10. Mercantile Law- S.S.Gulshan
11. The Principles of Mercantile Law- Avtarsingh

S4.4 Global Quality System		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Introduction:**Quality – Meaning and Definitions, Dimensions of Product and Service Quality; Cost of Quality – Prevention, Appraisal, Internal and External Failure Costs; Contributors to Quality Management - Shewhart, Deming, Juran, Crossby, Ishikawa etc. Study measures taken for quality improvement by any organization.	15 Hours
Unit 2:	**Quality Control:**Inspection – Use, Methods, Types, Disadvantages; Quality Control-Meaning, 7 Quality Control Tools; Statistical Quality Control - Control Charts, Process Capability; Six Sigma – Concept, DMAIC and DMADV approaches, Acceptance Sampling Study of quality control tools on production line.	15 Hours
Unit 3:	**Quality Management:**Quality Assurance – Meaning and use, Quality Certification systems - ISO 9000 principles, ISO 14000 standards; Total Quality Management – Concept, Principles, Elements –Kaizen, PDSA cycle, Benchmarking, Quality Function Deployment, House of Quality, Reliability Study of measures taken by industries to avail ISO certifications.	15 Hours
Unit 4:	**Quality Sustenance:**Quality Audits – Meaning, Characteristics; Quality Circles – Meaning, Features, Working; Quality Awards – Malcolm Baldrige National Quality Award criterion, The Deming Prize;Zero Defects. Study of audit process for quality in any organization.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Reference Books: 1. 'Total Quality Management and Operational Excellence: Text with Cases', by John S. Oakland. 2. 'Operations Management', by William Stevenson, Tata McGraw Hill Publications. 3. 'Production and Operations Management', by R. Pannerselvam, PHI Publications.		
Additional Readings: 1. 'Root Cause Analysis', by Duke Okes.		

Rural Marketing Elective Paper III - Advertisement and Customer Relationship Management		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Marketing Communications mix**: Concept, Advertising, 5 M's of Advertising, sales promotion: sales promotion tools and techniques, public relations, Direct Marketing., Features, Importance of Advertising and Publicity, Functions of advertising. Watch any video advertisement.Identify the problems in the advertisement and suggest the changes**.**	15 Hours
Unit 2:	**Advertising media decisions**: Types of Media Print, electronic, outdoor, transit. Media selection, Reach, Frequency and Impact. Media vehicles, Media Cost and strategy. Designing Media, planning process, Media Effectiveness **Message design and development**: Copy decisions, Punch line, baseline, Tagline, Types of advertising Appeals, Word of Mouth. **Digital marketing**.Types of Digital marketing**,**effectiveness **Advertising agencies:** Functions, client agency relationships, selection of Ad-Agencies, Ad- Budget, and Advertisement research: Advertising in Rural context, Ethics in advertising: Create and manage social advertisement campaign on Facebook, twitter or instagram.	15 Hours
Unit 3:	**Customer Relationship Management**. Introduction, Key concepts in relationship marketing, Steps in relationship marketing, Customer profitability, Customer lifetime value. CRM process, measuring CRM, CRM framework, CRM in services, Customer loyalty programmes, Customer retention strategies Visit any bank or retail store and study their loyalty programme.	15 Hours
Unit 4:	**Marketing Analytics**: Definition, purpose, scope, components of Marketing analytics. Applications of marketing analytics in rural industries, Marketing analytics tools Register at Google analytics and try to analyse your favourite website.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Reference Books:

1. S.A. Chunawala&K.C.Sethia, 'Foundations of advertising--Theory & Practice'
2. David A. Aaker&John G. Myers, 'Advertising Management'
3. Larry D. Kelley and Donald W. Jugenheimer, 'Advertising Media Planning: A Brand Management Approach'
4. Francis Buttle, Customer Relationship management
5. Paul Greenburg, 'CRM at the Speed of Light'
6. Adrian Payne, 'Handbook of CRM: Achieving Excellence through Customer Management
7. Sheth, Parvatiyar, Shainesh, 'Customer relationship Management'
8. JagdishSheth, AtulParvatiyar, 'Handbook of Relationship Marketing'
9. Curry, Jay Customer Marketing Method How To Implement and Profit From Customer Relationship Management: The Free Press. 2000.
10. McKenzie, Ray, 'Relationship Based Enterprise Powering Business Success Through Customer Relationship Management: McGraw Hill., 2001.
11. Sheth, Jagdish N. Customer Relationship Management Emerging Concepts, Tools and Applications: Tata McGraw Hill Publishing Company Ltd., 2001.

12. Gosney, John W. Customer Relationship Management Essentials: Prentice Hall of India Pvt, Ltd., 2001.
13. Bergeron, Bryan Essential of CRM - A Guide to Customer Relationship Management: John Wiley & Sons Inc., 2002.

Suggested Additional Readings:
e-Marketer, www.contentmarketinginstitute.com, www.adage.com, www.adweek.com

Rural Finance Elective Paper III - Project Planning and working Capital Management		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Project Planning & Financing** Generation and screening of project ideas, Market and Demand Analysis, Technical Analysis, Financial Estimates and projections; Repayment schedule of term loan; Financing of Village and Small Industry - Meaning, Availability of Finance, Government Policy; Problems in Obtaining Finance. Visit any small industry to identify problems obtaining finance.	15 Hours
Unit 2:	**Estimation of total cost of a project:** Means of finance; Financing of infrastructure projects; venture capital; Estimation of sales and production; cost of production; Working capital requirements and its financing; Profitability projections; Projected cash flow statement and balance sheet . Investment criteria; Project cash flows; cost of capital; Risk analysis for projects – sensitivity analysis, Scenario analysis, break even analysis, Hiller model, Monte Carlo simulation technique, Project selection under risk; Risk analysis and management in practice. Visit a branch/bank and understand how the project reports are assessed for sanctioning finance to the business.	15 Hours
Unit 3:	**Management of Working Capital Components:** Inventory Management- Concept, Benefits and costs of holding inventories, Inventory Control Techniques- ABC Analysis, EOQ, various levels and safety stock. Cash Management- Motives of holding cash, Factors determining the cash balance, Managing the Cash Flow, Cash Budget, Reports for Control, Cash Collection and Disbursement, Options for investing surplus funds, and strategies for managing surplus funds, Cash Management models - The Baumol Model, The Miller-Orr Model. Receivables Management - Concept, Costs - Collection Cost, Capital Cost, Delinquency cost, Default Cost; Benefits of Management of Receivables, Credit Policies- Evaluating the Debtor; Credit Analysis and Decision, Credit Terms and Collection Policies; Control of Account Receivables, Heuristic Approach. Visit a corporate entity to understand the management of working capital in respective company.	15 Hours
Unit 4	**Analysis of the Banking Structure and Performance Measurement** Interpreting Bank Balance Sheet and Income Expenditure Statements, Financial Statement Analysis and Bank Performance Measurement - CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios; Banking Regulations- Control of the Banking Sector by the RBI, CRR, SLR, CRAR and Income Recognition Norms, Provision for NPAs; Management of Banking Organization- Loan Management, Investment Management, Liquidity Management, Profit and Growth Management, Asset Liability Management Using traditional GAP and Modern Techniques.	15 Hours

	Visit a bank and set the data about its NPA, ALM,CRAR and profitability ratios and analyse them.	

Reference Books:

1. Projects: Planning, Analysis, Selection, Implementation and Review- Prasanna Chandra
2. Financial Management- P.V.Kulkarni&B.G.Satyaprasad
3. Indirect Taxes – V.S. Datye
4. Financial Management- I.M.Pandey
5. Principles of Financial Management-R.P.Rustagi.

Rural Human Resource Elective Paper III - Employee Remuneration		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Wage & Salary Administration** – Nature & scope, Objectives of wage and salary administration; Determinants of wage and salary administration - Theories of wages - Types of wages- wage differentials, Determination of Inter and Intra Industry compensation differentials; Internal and External Equity in Compensation Systems Visit any Industry to study Wage and salary administration	15 Hours
Unit 2:	**Incentives & Fringe benefits** Incentives – definition, Types of Incentives – Individual incentives, measured day work, piece work, standard hour, gain sharing; its advantages and disadvantages; Organisation wide incentives - Scanlon Plan, Kaiser plan, Profit sharing; Non-financial incentives; Fringe benefits – definition; Objectives, types of fringe benefits. Study various new incentive schemes launched in Labour Market	15 Hours
Unit 3:	**Compensation** – Pay for performance, pay by seniority, group piece rate production sharing plan, employee stock ownership, gain sharing. Incentives & retirement plans – Basic pay, provisions for dearness allowance; calculation of total compensation package; various methods of compensating cost of living; Executive Compensation Plan; Retirement Plan. Study the Government Pay structure over the Time	15 Hours
Unit 4:	**Social Security Laws** – Laws relating to workmen's compensation; Employee's State Insurance , Provident Fund; Gratuity and Maternity relief; Wage and Bonus Laws – The law of minimum wages, payment of wages, payment of bonus; Objectives and Scope of these laws; Equal Remuneration Act. Take a brief review of Amendments in the above laws.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Reference Books:

1.Managing Human Resource and personnel Management in Indian Enterprise – R. S. Dwivedi, Galgotia publishing company, New Delhi.
2. Managing Human Resource – Wayne Cascio, Tata Mcgraw Hill, New Delhi.
3. Personnel Management – Mamoria&Gankar, Himalaya Publishing House, Mumbai.
4. Human Resource Management – S. S. Khanka, S. Chand & Company, New Delhi.
5. Human Resource Management and Personnel Management by: Aswathappa, Tata McGraw Hill, New Delhi.
6. Human Resource Management – BiswajeetPattanayak, Prentice Hall of India Private Limited, New Delhi.

Rural Operations Elective Paper III - Purchasing and Supply Chain Management		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Purchasing:** Make or Buydecision; Objectives of Purchasing, Purchasing Cycle – Need Analysis; Supplier Selection- Sourcing – Single / Multiple sources; Supplier Agreements; Order Management. Monitoring Supplier Performance - Vendor rating. Vendor development, Speculative Purchasing. Study of purchasing process for any industry.	15 Hours
Unit 2:	**International Purchasing and Packaging:** Need and Importance of Imports; Documentation w.r.t. imports -Letter of Credit its types etc.; Safety and Handling instructions, Packaging Logistics –Functions, Benefits and Types. Observe and study various instructions mentioned on the packages.	15 Hours
Unit 3:	**Supply Chain and Logistics:**Logistics Concept, Supply Chain Concept- Need, Benefits, Elements; Types of Distributions Channels; Supply Chain Performance Drivers; Modes of Transport; Types of Transportation Network Study complete supply chain of any industry.	15 Hours
Unit 4:	**Demand and Price:** Bullwhip Effect, Coordination in Supply Chain,Sourcing in Supply Chain, Pricing Management. **Role of IT:** Use of IT in Supply Chain - Electronic Data Interchange, E-Commerce **Warehousing:**Objectives, Activities; Agriculture Supply Chain – Difficulties, Cold Storage – Concept and Benefits. Study supply chain of any one agriculture commodity.	15 Hours

Reference Books:

1. 'Basics of Supply Chain Management', APICS CPIM certification course study guide, Institute of Manufacturing Resource Management of India.
2. 'Operations Management', by William Stevenson, Tata McGraw Hill Publications.
3. 'Designing and Managing the Supply Chain' - PhiliipKaminsky, David Simchi Levi, McGraw Hill Education (India) Private Limited.
4. 'Supply Chain Management: Strategy, Planning, and Operation' – Sunil Chopra Et. Al., Pearson.
5. 'Textbook Of Logistics and Supply Chain Management', D. K. Aggarwal, Macmillan India.

Additional Readings:

1. 'Isn't it Obvious', by Eliyahu M. Goldratt.

Agribusiness Elective Paper III - Global Agribusiness Logistics		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Introduction:**International trade, Trade liberalisation models, WTO- agreements and implications on Indian agribusiness, Quantitative and Qualitative restrictions - Tariffs and Quota, international market entry, Strategies, Organisation structure for International Business; Codex Commission, Role of FAO in agricultural trade. Study trade of India with any other country.	15 Hours
Unit 2:	**Export and Distribution Logistics:**Packaging and Packing, International Modes of Transport, Cargo Consolidation, Selecting the Mode of Transport, Quotations and Rates, Preparing the Shipment, the Costs of Logistics and Timetable of Shipping Logistics; Logistics activities of Agro Products; International channel system, trends in world market, Global business logistics, concept, components, management and planning. Study packaging for any one export commodity.	15 Hours
Unit 3:	**Export-Import Policy & Procedures:**Export-Import Policy, Export-Import Procedures, International Business Environment, Risk in Foreign Trade- Economic, Environmental, Political and Financial risks, Institutional framework for Export Finance, Documents related to payment, letter of credit, Bill of Exchange etc. Exchange control regulations (FEMA). Agriculture trade direction and composition, Export potentiality of agricultural commodities, Agri Export Policies, Export Import Bank, Financial Institutions, Export Credit Guarantee Corporation. Role of Development agencies, Director General of Foreign Trade, Export Promotion Council, Commodity Board, Small Industries Export Promotion Council. Study the import export terms of India.	15 Hours
Unit 4:	**Supply Chain Management:** Business process in the agribusiness supply chain, supply network, nature of supply chain, agribusiness supply chain in India, Supply Chain Management of important agricultural commodities. Logistics Support for Agro business in context of the Supply Chain Management. Global agribusinesses, agribusinesses practices in selected countries. Draw supply chain of any one agri commodity from farm to consumer.	15 Hours

Reference Books:

1. Ministry, Commerce and Industry, Hand Book of Procedures, Volume I & II, GOI, New Delhi, 2000.
2. Mahajan, Guide to Export Policy, Procedures and Documentation
3. Ballun, R. H., Business Logistics Management, Prentice Hall International, Inc., 1999-2000.
4. Keegan, W. J., Global Marketing Management, Prentice Hall of India, 1999
5. Young, G., The New Export Marketer, Kogen Page Ltd., 1999-2000
6. Arora, R. S., Practical Guide to the Foreign Trade of India, National Publishing House, New Delhi, 2000.
7. Cherunilam, F., International Marketing, Himalaya Publishing House, 1999

Rural Marketing Elective Paper IV - Marketing Strategies and Contemporary issues		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Overview of Marketing Strategy** – Concept, Relationship with Corporate Vision, Mission and Objectives. Market-led strategic management,Strategies for different Product Life Cycle stages, **Rural marketing mix:** Product strategies, pricing strategies, promotion strategies, distribution strategies Study any product offered in rural market and identify problems in Marketing strategy.	15 Hours
Unit 2:	**Marketing strategies**: Offensive and defensive competitive strategies - Build strategies - Hold strategies, consumer adoption process, market leader, follower and challenger strategies. Market niches strategies - Harvesting strategies - Divestment/deletion strategies. Study any product offered in rural market and identify problems in marketing strategy adopted and suggest measures.	15 Hours
Unit 3:	**International Marketing Planning:** Planning, Global Marketing Environment, Global Segmentation Targeting, Differentiation and Positioning, Global Marketing Information System, Global Marketing Research process. Logistics and supply chain Management in Rural Markets. Visit any export marketing unit and study STDP.	15 Hours
Unit 4:	**International Marketing Mix:** Product characteristics, Product Design Decisions, Geographic expansion strategic alternatives, new product in Global Market. Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives. InternationalDistribution channel, Advertising Decisions in International Marketing Pick any product offered in international market and differentiate with local product identify the differences.	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Reference Books:

1. Warren J Keegan,Global Marketing
2. Christopher Lovelock, 'Services Marketing'
3. Zeithaml, Bitner, Gremler&Pandit, 'Services Marketing'
4. Helen Woodruff, 'Services Marketing'
5. Zha S.M., ' Services Marketing'
6. PatiDebashis, 'Marketing Research' Universities Press (India) Pvt Ltd., Hyderabad., 2002.
7. Beri, G.C, 'Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000. Cooper Schindler, 'Marketing Research, Concept & Cases'
8. Paul Green, Donald Tull, Gerald Albaurn, 'Research for Marketing Decisions' Nargundkar, 'Marketing Research'
9. Donald S.Tull, Del I.Hawkins, 'Marketing Research – Measurement & Methods'
10. Aakar, Kumar, Day, 'Marketing Research'Aaker, D. A , 'Marketing Research: A wiley / Hamilton Publications, New York., 1978.
11. Majumadar, R. Marketing Research Text Applications and Case Studies Wiley Easter Ltd., 1991.

Rural Finance Elective Paper IV - Banking, insurance and Microfinance		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	**Cooperative:** Meaning, objectives, importance, development of cooperatives; cooperatives – economy, principles; Cooperative society - structure and types. Cooperative finance structure, needs and objectives, agriculture credit societies, service cooperatives, central cooperatives banks, state cooperative banks, land development banks, regional rural banks, NABARD - Banking initiatives and rural development in India. Visit a cooperative bank/branch and understand how it works for rural development.	15 Hours
Unit 2:	**Banking and Innovative services:**Functions of Commercial Banks, Securitization, Universal Banking, Core Banking, consortium banking, NPA; NBFC- Meaning, Major functions of NBFC, RBI Guidelines; Retail banking – Rural Banking and innovations, Current Scenario of rural banking in India; Banking Services - Remittances, Safe Custody, Safe Deposit Vaults, Collection Facility, MICR Clearing, ATMs, Credit Cards and Debit Cards, Travellers Cheques, Gift Cheques, Ombudsman and Customer Services, Fraud Detection and control. Visit any bank/branch and understand various functions performed by them.	15 Hours
Unit 3:	**Insurance Services:**Introduction to LIC, GIC and Private Insurance Companies, Major Insurance Products (Life & Non-Life), comparative analysis; IRDA- objectives and functions; Insurance schemes for rural farmers and small artisans. Visit the branch of LIC/private insurance company and understand various schemes provided by them for farmers.	15 Hours
Unit 4	**Micro-Credit and Enterprises:**Concept and characteristics of rural credit; Formal and informal sources of credit; Meaning, Nature and Scope of Micro-credit and Microfinance; characteristics; Distinctive features; Advantages; Microfinance and socio-economic development; Micro finance environment in India and Abroad. Micro-credit and Micro-finance models; Micro-Credit and Micro finance Vs micro trades and enterprises - Government and non-government organizations in the promotion of micro-finance and micro –enterprises-micro insurance. Management of Micro finance Institutions: Personnel and financial management aspects of micro-finance institutions. Regulation and supervision of micro finance institutions. Visit a microfinance institution and understand the distinctive features of microfinance.	15 Hours

Reference Books:

1. Narayanasamy. N., (et.al.) Mangement of SHGs, Gandhigram Rural Institute, Gandhigram 2008.
2. Mahewwari. S.N. and. Maheshwari .S.K, Fiancial Accounting, Vikas publishing house, New Delhi, 2002.
3. Thomas Fisher and M.S. Sriram, REXONG Micro – Credit – putting Development Back into Mocro-finance, Vistar publications, New Delhi, 2006.
4. Malcolm Harper, Practical Micro-finance – A training Guide for south Asia, Vistar publications, New Delhi.

Rural Human Resource Elective Paper IV - Employee Relations and Labour Laws		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	Industrial Relations Perspectives; Industrial Relations and the Emerging socio-economic Scenario; Industrial Relations and the State; Legal Framework of Industrial Relations Analyse current scenario of labour Market	15 Hours
Unit 2:	Role and Future of Trade Unions; Trade Union and the Employee;Trade Union and the Management; Discipline and Grievance Management; Negotiation and collective Settlements; Participative Management and Co-ownership;Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change. Write an Article on Trade union movement in India	15 Hours
Unit 3:	Emergence and Objectives of Labour Laws and their Socio-economicEnvironment; Industrial Relations Laws – Laws Relating to IndustrialDisputes, Trade Unions, and Standing Orders; Laws Relating to Discharge,Misconduct, Domestic Enquiry, Disciplinary Action; Social SecurityLaws Study the Current Amendments of above laws and its implication	15 Hours
Unit 4:	Laws Relating to Working Conditions, The Laws Relating to Factories,Establishment, and Contract Labour;Interpretations of Labour Laws, their Working and Implications for Management, Union, Workmen; The Economy and the Industry. Study the Current Amendments of above laws and its implication	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		

Reference Books:

1. Kochan, T.A &Satz Henry, Collective Bargaining and Industrial Relations,2nd ed. Homewood, Illinois, Richard D. Irish, 1988.
2. Niland J.R. etc. The Future of Industrial Relations. New Delhi, Sage,1994.
3. Papola, T.S & Rodgers, G. Labour Institutions and EconomicDevelopment in India Geneva, ILO, 1992.
4. Ramaswamy, E.A. The Rayon Spinners The Strategic Management ofIndustrial Relations, New Delhi, Oxford University Press, 1994.
5. Virmani, B.R., Participative Management vs. Collective Bargaining, NEWDelhi, Vision Books, 1988.
6. Malhotra, O.P. The Law of Industrial Disputes.Vol. I and II,3. Bombay, N.M Tripathi, 1985.
7. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book, 1995
8. Saini, Debi A. Labour Judiciary, Adjudication and Industrial Justice.New Delhi, Oxford, 1995.
9. Seth D.D. Industrial Dispute Act, 1947.Vol.I& II Bombay, N.M Tripathi, 1995.
10. Srivastava S.C, Industrial Relations and Labour Law, New Delhi, Vikas, 1994.

Rural Operations Elective Paper IV - Project Management		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Introduction:**Concept and Characteristics of a project, Importance of project management, Types of project, Project Life Cycle, Characteristics of Successful Project Manager, Factors for Project Success and Failure, Functional OrganizationStructure, Matrix organization Structure, Project Organization Structure, Five Stage Project Team Development Model. Study of any project implemented in Rural India.	15 Hours
Unit 2:	**Idea Generation, Feasibility, Planning and Scheduling**: Generation of project idea - Sources; Project Feasibility Analysis; Project Planning and Scheduling techniques: Tools for project planning - Work Breakdown Structure, Gantt Chart, Construction and Computation using Network Diagrams – AOA and AON Methods, Forward Pass and Backward pass; Limitations of CPM/PERT; Project Crashing. Computation of network diagrams for any project data.	15 Hours
Unit 3:	**Project Implementation, Resource and Quality Management:** Project Implementation - Prerequisites, Steps, Project Risk Management – Major Processes; Managing Resources in Project - Resource Scheduling, Resource Allocation; Critical Chain Scheduling – Concept and Applications; Project Quality Management. Analysis of risks in any on-going project nearby.	15 Hours
Unit 4:	**Project Monitoring, Evaluation and Termination:** Project Monitoring – Purpose, Steps; Project Evaluation – Principles, Stages; Project Performance - Earned Value Analysis, Critical Ratio; Project Termination Process. Analysis of any failed project and its causes.	15 Hours
Reference Books: 1. Project Management Body of Knowledge (PMBOK® Guide) — Fourth Edition. 2. 'Operations Management', William Stevenson, McGraw Hill Education (India) Private Limited.		
Suggested Additional Readings: 1. 'Critical Chain' by Eliyahu M. Goldratt.		

Agribusiness Elective Paper IV - Agro processing, Packing and Quality Control		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	**Agro-industries:** Agriculture Industry Products, Genesis of Agro based industry, History and Present Status, Scope and Importance of agro processing industries, Interdependence between agriculture & industry, Agro-industries: Concept, Role of Agro-industries in rural area, Problems of rural industry, measures for development of rural industry; Steps to Increase product value, Factors affecting in value addition; Agribusiness of fertilisers, bio fertilizers, manures, pesticides, nutrients. Study of any agro processing industry in nearby area.	15 Hours
Unit 2:	**Packing and Quality Control:** Packaging: Characteristics of good packaging, labelling, Post-harvest handling procedure: Cleaning, Sorting, Grading, Treatments, Packing, Storage and Transportation. Warehousing- Importance and functions of storage; Location & layout of stores; Concept of Quality and objectives of statistical quality control (SQC), ISO standards, total quality management (TQM), Quality Certification Services; Quality Management Services; Quality Standards of Agricultural commodities. Study of any warehouse in nearby area.	15 Hours
Unit 3:	**Issues in Agro Processing Industries:** Agro-Processing Co-operatives in India and Maharashtra, Types of agro processing industries -Sugar, Spinning Mills, Dairy, Jute, Cashew etc. Management Problems and Prospects for agro- processing co-operatives and other Agro-processing industries- food industry, horticulture (fruit crops/flower crops), Medicinal plants, honey industry; Issues in agro product processing, pricing, marketing. Socio-economic impacts of rural industrialization. Understanding of status of any type of cooperative in nearby area.	15 Hours
Unit 4:	**Challenges before Agro -based industries:**Transition from Partial decontrol to total decontrol, export problems in agro based industry, Problems of derivative trading, higher cost of raw material, obsolete technology, Global challenges before Agri business. Innovation and agro based industry. Study of recent trends in agro based industry.	15 Hours

Reference Books:

1. Acharya S.S. and Agrawal N.L.,Agricultural Marketing in India.
2. Dasgupta S., Diffusion of Agricultural Innovation in Village India.
3. Desai Vasant ,Rural Development.
4. Dholkia R.H. and Iyengar, Planning for Rural Development Issues and case Studies.
5. HanumanthaRao, Technological change and Distribution of Gains in Indian Agriculture.
6. Dr. Himanshu, Agri Business Management- Ritu Publications Jaipur.

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