



Estd: 1962
NAAC 'A' Grade
MHRD-NIRF-28th Rank

SHIVAJI UNIVERSITY, KOLHAPUR-416 004. MAHARASHTRA

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शिवाजी विद्यापीठ, कोल्हापूर - ४१६ ००४. महाराष्ट्र

दुरध्वनी: (ईपीएबीएक्स) २६०९००० (अभ्यास मंडळे विभाग- २६०९०९४)

फॅक्स : ००९१-०२३१-२६९१५३३ व २६९२३३३.

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Ref.No./SU/BOS/Comm /MBA(YCSR)/3304

Date :- 20/07/2017

The Coordinator,
Yashwantrao Chavan School of Rural Development
Shivaji University, Kolhapur.

Sub:- Regarding revised Syllabi, Nature of Question Paper and Equivalence of M.B.A. in Rural Management Part-I (Sem. I & II) under 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 Syllabi, Nature of Question Paper & Equivalence of M.B.A. in Rural Management Part-I (Sem. I & II) under the Faculty of Commerce & Management.

This syllabi will be implemented from the academic year 2017-18 (i.e. from June 2017) onwards. A soft copy containing the syllabus is enclosed herewith. This said syllabi is also available on university website www.unishivaji.ac.in.

The question papers on the pre-revised syllabi of above mentioned Course will be set for the examinations to be held in Oct/November 2017 & March/April 2018. 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

Copy to:-

- | | | |
|--|---|-------------------------------------|
| 1 Co-ordinator, Faculty of Commerce & Management | } | For information |
| 2 Chairman, Co-ordinating Committee in Bus. Management | | |
| 3 Appointment Section | } | For information & necessary action. |
| 4 O.E.-I Section | | |
| 5 Affiliation Section (U.G.) | | |
| 6 Computer Centre | | |
| 7 P.G. Admission | | |
| 8 Meeting Section | | |
| 9 P.G.Seminar | | |
| 10 Eligibility Section | | |



SHIVAJI UNIVERSITY, KOLHAPUR

Revised syllabus of MBA (Rural Management) Yashwantrao Chavan School of Rural Development

Choice Based Credit System – (CBCS) (Introduced from June 2017 and Onwards)

To be implemented from the academic year 2017-2018 onward

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

2. YEAR OF IMPLEMENTATION:-

Under the YCSR, a new syllabus on **M. B. A. (Rural Management)** is to be implemented from the academic year 2017-18 onwards in the Shivaji University, Kolhapur.

3. PREAMBLE:

Rural development needs an integration of all areas of knowledge. It needs multi-disciplinary approach towards the rural development ideology. The YCSR is committed to empower the youth for rural development by catering to the needs of the rural development. It will integrate all local institutions, industries and organizations in the vicinity for the universal coordination of knowledge for overall rural development.

The YCSR is established in the Shivaji University campus as one of the autonomous (proposed phase) schools for conducting academic, research, training and extension activities associated with the rural development and rural management. It is a multi-disciplinary school covering all disciplines of science, technology, social sciences, agricultural sciences, trade and managerial subjects.

4. GENERAL OBJECTIVES OF THE COURSE:

1. To serve as a national and regional hub of knowledge connectivity for rural development.
2. To support developmental plans and policies for rural development by research, training and demonstration and create functioning packages of social and physical technologies and economic policy strategies for the region;
3. To facilitate the development of techno-managerial cadres needed for the rural development plans of the country and to this end create innovative academic programmes. At the same time, evolve HRD package (including training) suitable for the development of the region;
4. To help create special institutional structures and schemes for nurturing the leadership in regional development/agripreneurship/Coopreneurship with special focus on the most backward and drought regions;
5. To sponsor creation of new 'farmers-student friendship forum' and 'regional rural development centre', with networking of institutional-mix feasible for non-availability of the requisite infrastructure and skills at present.

5. DURATION

- The course shall be a Post-Graduate Full Time Course
- The duration of course shall be of Two years /Four Semesters.

6. PATTERN:

The pattern of examination will be Semester with Credit and Continuous Internal Evaluation [CIE].

7. ADMISSION PROCESS:

Admission process of the course is through DTE and/or through the entrance test conducted by the University in case of admission process not mechanized through D.T.E.

i) Entrance Examination fee shall as per the University rules and regulations determined from time to time.

ii) Syllabus for the Entrance Test

There shall be a separate entrance test for M.B.A. course/programme of the YCSRD if the admission process is not through D.T.E. which will be conducted by the University in the Month of May/June of the academic year. The syllabi for the course programme shall consist of the following areas.

Section A - General Knowledge and Aptitude, for 25 marks. (Multiple Choice Questions i.e. MCQs)

Section B - General Communication in English and Knowledge of Soft Skills, for 25 marks. (MCQs)

Section C - Course Specific Subject Knowledge, for 50 marks. (MCQs)

Section C of the entrance test belongs to testing of the subject knowledge consisting of the following topics

Syllabus for Section C of Entrance Test: for 50 Marks

1	Rural development policies of the Govt.
2	Elementary knowledge of marketing
3	Elementary knowledge of human resource management
4	Elementary knowledge of finance and operations
5	General business knowledge

A final merit list of all the students shall be notified on the Shivaji University Website before the actual admission rounds. The information relating to all the admission rounds shall be notified on the Shivaji University Website.

8. Admission Committee:

The composition for Admission Committee to the **M. B. A. (Rural Management)** will be as under:

1. Director, YCSR, Chairman:
2. Coordinator of **M. B. A. (Rural Management)** Course:
3. One Senior Professor in the **M. B. A. (Rural Management)** Course.
4. One Senior Associate Professor in the **M. B. A. (Rural Management)** Course.
5. One Assistant Professor from Backward Community.

It will be the final authority.

9. Merit list for admission rounds:

Merit list will be prepared on the basis of written test and aggregate marks obtained by the candidate in the Bachelor's degree. In case there are two or more candidates with the equal marks in entrance Test, the total marks obtained by these students in the *Bachelor's degree* examination (qualifying examination) shall be considered. Even after this, if the students continued to obtain equal position/ merit then the marks obtained by the students in the subjects excluding English and other language shall be considered. Even after this, if the students continued to obtain the same merits/ marks, the marks scored in the English language shall be considered. If the tie continues, then considering the age of student from date of birth elder student will be considered.

10. Reservation :

Intake Capacity of M. B. A. (Rural Management) Course and Reservation quota for admission will be as per the rules of the State Government of Maharashtra and Shivaji University, Kolhapur

11. Eligibility:

i] Candidates who have passed any Bachelor's degree [10+2+3] of any statutory University recognized equivalent thereto, must have obtained minimum aggregate 50 per cent marks (for reserved categories minimum 45 per cent marks).

ii) He / She should have offered the choice of the seat claimed through D.T.E. and/or

iii) He/ She should have passed the Entrance Test conducted by the Shivaji University with the specified criteria.

Item (iii) is applicable where the University conducts the Entrance Test.

12. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in English.

13. STRUCTURE OF M. B. A. (Rural Management) Course AND SCHEME OF EXAMINATION

Updated Course Structure From 2017-18

Paper Number	Title of the Paper	Total Marks	Credits
Semester – I			
S1.1	Introduction to Rural Development (Common to MBA, MRS, MSW)	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			
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	Rural Development Models(Common to MBA, MRS, MSW)	80+20=100	4
S3.2	Global Quality System	80+20=100	4
S3.3	Strategic Management for Rural Industries	80+20=100	4
S3.4	Management Control System(Open Elective)	80+20=100	4
S3.5	Elective I paper I	80+20=100	4
S3.6	Elective I paper II	80+20=100	4
S3.7	Elective II paper I	80+20=100	4
S3.8	Elective II paper II	80+20=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	Elective I paper III	80+20=100	4
S4.5	Elective I paper IV	80+20=100	4
S4.6	Elective II paper III	80+20=100	4
S4.7	Elective II paper IV	80+20=100	4
S4.8	Project Report and Viva Voce	50+50=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 elective Papers:

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

Agribusiness elective Papers:

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 1.8.

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 fourth semester. The project will carry 100 marks.

14. 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.
 - Paper S4.8 will 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 $32 \times 4 = 128$ 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 S4.8 (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

beheld 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.

15. 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)

16. 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, S3.1)**the conduct of examinations, assessments and results shall be as set by YCSR, 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.

S1.1 Introduction to Rural Development (Common to MRS, MBA and MSW)		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	Rural Development:- Concept, Objectives, Importance, Nature and Scope; Characteristics of Rural Economy; Concept of Development, Distinction between Development and Growth, Indicators of Development; Prerequisites for Rural Development; Main Obstacles to Rural Development; Factors Governing Rural Development.	15 Hours
Unit 2:	Rural Management: Nature, Scope and challenges of marketing, operations, human resources, finance in rural area. Entrepreneurial opportunities in Rural area. Agriculture Business Management – Scope and Challenges.	15 Hours
Unit 3:	Rural Community Development: Concept of Community, Functions of the Community, Community profile: Process and tool Concept of community development, Characteristics, Principles and Scope, Panchayati Raj and community development in India	15 Hours
Unit 4:	Sustainable Development: Biodiversity and its conservation, Environmental pollution: Air, Water and Soil pollution, Solid Waste Management, Social issues and Environment, Climate Change, Global warming, Ozone layer depletion, water conservation, rain water harvesting, watershed management.	15 Hours
Reference Books:		
<ol style="list-style-type: none"> 1. R.K. Lekhi, The Economics of Development and Planning, Kalyani Publishers, New Delhi. 2. Desai, Vasant. Fundamentals of Rural Development. New Delhi: Rawat Publications, 1991 3. SatyaSundaram, I., Rural Development. Mumbai: Himalaya, 2002. 4. Prasad, B.K. Rural Development: Concept, Approach and Strategy. New Delhi: Sarup & Sons, 2003. 5. Agriculture and Rural Development in India, by S. D. Chamola and Bharati Anirudh, Global Vision Publishing House 6. Rural Development Programmes in India, Meenu Jain. 7. Rural Development: Principles, Policies and Management – Katar Singh, (Sage Texts) 3rd Edition 8. Environmental Impact Assessment – Canter. 9. Environmental Sanitation – Salvador. 10. Municipal Sanitation – Ethers and Steel 11. Theories and Practices of Industrial waste treatment- Nelson Nemerow. 12. Manual on municipal solid waste management – Govt. of India Publication 		

S1.2 Economic Analysis for Rural Management (Common to MRS and MBA)		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	Consumer Behaviour and Demand Analysis 1.1: Introduction- Basic Economic Problems, Inductive and Deductive Methods 1.2: Consumer Behaviour- Cardinal and Ordinal Utility Analysis, Law of Diminishing Marginal Utility, Law of Equi-marginal Utility, Indifference Curve, Consumers Equilibrium, Income and Substitution Effects, Social Impact. 1.3: Law of Demand, Demand Function, Determinants of Demand. Elasticity of Demand and factors affecting, Types, Methods of Measurement. 1.4: Demand Forecasting- Types, Importance and Methods of Measurement of Demand Forecasting. 1.5: Practical and Applications- Related Case Studies and Reports.	15 Hours
Unit 2:	Theory of Production, Cost and Revenue Analysis 2.1: Production Function - Law of Variable Proportions, Law of Returns to Scale, Optimum Factor Combination. Isoquants – Properties, Producers equilibrium. 2.2: Cost Concepts – Types of Costs and cost curves, Traditional and Modern Theories of Costs. 2.3: Economies of Scale and Economies of Scope, Supply Curve and its Elasticity. 2.4: Revenue concepts – Average, Marginal and Total Revenue, revenue curves under different market conditions. 2.5: Practical and Applications- Related Case Studies and Reports.	15 Hours
Unit 3:	Price and Output determination under different Market Structures 3.1: Perfect Competition – Features, Price and Output Determination. 3.2: Monopoly – Features, Price and Output Determination, Price Discrimination. Monopolistic Competition - Features, Price and Output Determination, Excess Capacity, Equilibrium of the firm and group with product differentiation and selling cost. 3.3: Oligopoly - Price and output determination – Non Collusive: Kinked demand curve and price rigidity, Collusive: Price leadership and Cartels. 3.4: Pricing Practices 3.5: Practical and Applications- Related Case Studies and Reports.	15 Hours
Unit 4:	Factor Pricing and Investment Decisions 4.1: Marginal Productivity Theory, Pricing of Factors in Competitive and Imperfectly Competitive Markets. Trade Unions and Wages. 4.2: Rent – Ricardian Theory of Rent- Scarcity Rent and Differential Rent, Modern Theory of Rent, Quasi Rent. 4.3: Interest – Classical Theory of Interest, Liquidity Preference Theory and Loanable Fund Theory of Interest. 4.4: Profit – Innovation Theory, Dynamic Theory, Risk and Uncertainty Theory and Monopoly Theory of Profit. Capital Budgeting- Basic Concepts and Investment Decisions under uncertainty. 4.5: Practical and Applications- Related Case Studies and Reports.	15 Hours

Reference Books:

1. D.N.Divedi Managerial Economics Vikas New Delhi.
2. Dominick Salvatore: Principles of Microeconomics, Oxford University Press 5th edition.
3. H.L. Ahuja: Advanced Economic Theory, S. Chand Publication, New Delhi.
4. Koutsoyiannis: Modern Microeconomics, Macmillan Press Ltd.
5. M.L. Jhingan : Principles of Economics (Hindi and English), Vikas, New Delhi.
6. M.L.Seth : Principles of Economics (Hindi and English), Laxmi Narayan, Agra.
7. Misra S.K. and V.K. Puri (2001): Advanced Microeconomic Theory, Himalay Publishing House, New Delhi.
8. Sen, A.(1999): Micro Economics: Theory and Applications, Oxford University Press, New Delhi.
9. Stigler, G (1996): Theory of Price, Prentice Hall of India, New Delhi.
10. William J. Baumol and Alan H. Blinder: Microeconomics-Principle and Policy, 9th edition.

S1.3 Quantitative Methods for Rural Development (Common to MRS and MBA)		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	Introduction (Types, Collection and Presentation of Data) 1.1: Meaning of the word Statistics. Scope of Statistics: in Industry, Management and Social Sciences. 1.2: Types of Data: Primary and Secondary 1.3: Classification of data: Discrete and continuous frequency distribution, inclusive and exclusive methods of classification, Tabulation of statistical data. 1.4: Graphical presentation of data: Bar Charts, Pie Chart, Line Chart, Histogram, ogive curves. 1.5: Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.	15 Hours
Unit 2:	Measures of Central Tendency 2.1: Concept of measures of central tendency, Requirements of good statistical average. 2.2: Arithmetic Mean (A.M): Definition, Effect of change of origin and scale. 2.3: Median and Mode: Definition, Effect of change of origin and scale. 2.4: Empirical relation between Mean, Median and Mode. 2.5: Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.	15 Hours
Unit 3:	Measures of Dispersion 3.1: Concept of dispersion, Absolute and Relative measures of dispersion, Requirements of a good measure of dispersion. 3.2: Range: Definition, Coefficient of range. 3.3: Quartile Deviation (Semi-interquartile range): Definition, Coefficient of Q.D. Mean Deviation: Definition, Coefficient of M.D., Minimal property of M.D. 3.4: Standard Deviation: Definition, Effect of change of origin and scale, Variance, Coefficient of Variation: Definition and use. 3.5: Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.	15 Hours

Unit 4:	<p>Correlation and Regression</p> <p>4.1: Concept of correlation between two variables, Types of correlation, Scatter diagram, its utility.</p> <p>4.2: Karl Pearson's coefficient of correlation (r): Definition, Computation for Ungrouped, Interpretation when $r = -1, 0, 1$. Properties (without proof): i) $-1 \leq r \leq 1$ ii) Effect of change of origin and scale.</p> <p>4.3: Spearman's rank correlation coefficient: Definition, Computation (for with and without ties). Illustrative examples.</p> <p>4.4: Concept of regression, Equations of lines of regression, Regression coefficients (b_{xy}, b_{yx}), Properties (without proof): i) $b_{xy} \times b_{yx} = r^2$, ii) $b_{xy} \times b_{yx} \leq 1$, iii) $(b_{xy} + b_{yx}) / 2 \geq r$, iv) The point of intersection of two regression lines.</p> <p>4.5: Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.</p>	15 Hours
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Reference Books:

1. Gupta S. C. : Fundamentals of Statistics, Himalaya Publishing House
2. Gupta S. P. (2002): Statistical Methods, Sultan Chand and Sons, New Delhi.
3. Gupta S. C. and Kapoor V. K.: Fundamentals of Mathematical Statistics.
4. Bhat B. R., Srivenkatramana T. and MadhavaRao K. S. (1996): Statistics: A Beginner's Text, Vol. 1, New Age International (P) Ltd.
5. Goon A.M., Gupta M.K., and Dasgupta B.: Fundamentals of Statistics Vol. I, and II, World Press, Calcutta.
6. R. P. Hooda, : Statistics for Business and Economics, Vikas Publishing, 5th Edition
7. J. K, Sharma: Business Statistics, Vikas Publishing

S1.4 Financial, Cost and Management Accounting (Common to MBA, MRS)		
Marks : 80 + 20	Total Hours of Teaching: 60 Hrs	
Syllabus Contents:		
Unit 1:	<p>Financial Accounting</p> <p>1.1 Definition, Concepts and Conventions, Objectives, Branches, Scope and Limitations of Financial Accounting.</p> <p>1.2 Preparation of Journal, Ledger, Trial Balance</p> <p>1.3 Trading and Profit and Loss account and Balance Sheet.</p> <p>1.4 Introduction to Accounting standards.</p> <p>1.5 Practical and Application: Develop specimen vouchers and record the transactions accordingly by passing journal entry and consequently posting the same into ledger and finally come out with income statement and balance sheet.</p>	15 Hours
Unit 2:	Accounting for Non-trading Organizations	

	<p>1.1 Receipt and Expenditure Account</p> <p>1.2 Accounting for NGOs</p> <p>1.3 Accounting for Cooperatives and Small Rural Enterprises</p> <p>1.4 Introduction to farm accounting</p> <p>1.5 Practical and Application: Visit any Non- Trading Organizations unit to identify Receipt and Expenditure of the organizations. To prepare farm accounts by visiting farm or green house.</p>	15 Hours
Unit 3:	<p>Cost Accounting for Rural Enterprises</p> <p>3.1 Introduction, Meaning, Scope and Advantages of Cost Accounting.</p> <p>3.2 Classification of Costs and Elements of Cost</p> <p>3.3 Cost unit and cost center</p> <p>3.4 Preparation of Cost Sheet</p> <p>3.5 Practical and Application: Visit any agri-enterprise to identify elements of cost, Prepare cost sheet.</p>	15 Hours
Unit 4	<p>Management Accounting and Decision Techniques</p> <p>4.1 Introduction, Meaning, Nature, Scope and Limitations of Management Accounting.</p> <p>4.2 Distinction among Financial, Cost and Management Accounting.</p> <p>4.3 Marginal Costing and CVP Analysis – Profit Volume Ratio, Break Even Analysis, Margin of Safety, Angle of Incidence.</p> <p>4.4 Decision Making with key factor.</p> <p>4.5 Visit any rural enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for products.</p>	15 Hours
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. A.A. Ansari, "Cooperative Management Pattern" 2. B.B. Goel, "Cooperative Management and Administration" 3. Gupta and Radhaswamy, "Advanced Accountancy" 4. Indian Journal of Rural Management : Sage Publications 5. Jain and Narang, "Advanced Accountancy" 6. JawaharLal, "Cost Accounting" 7. Journal of Cooperative Studies :U.K. Society of Cooperative Studies 8. M.E. ThukaramRao, "Accounting for Managers" 9. M.N. Arora, "Cost Accounting" 10. Management Accountant : Journal of ICWAI 11. ManmohanGoel, "Management Accounting" 12. Shukla and Grewal, "Advanced Accountancy". 13. The Chartered Accountant : Journal of the ICAI 		

S1.5 Principles and Practices of Rural Management		
Marks : 80 + 20		Total Hours of Teaching: 60Hrs
Syllabus Contents:		
Unit 1:	Introduction and Evolution of Management: Definition-Scope of management- Functions of management-Managerial skills-Levels of Management-Roles of a manager, Functional areas of Management, Classical Approach-Scientific Management Approach-Contribution of F W Taylor, Henry Fayol, Peter Drucker, Max Weber- Behavioural Approach-Human Relations Approach-Contingency, Operational Approach, Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process. Practical Visit any organization and study the different functional areas of Management. Submit a report.	15 Hours
Unit 2:	Planning and Organizing: Planning-nature, types, steps in planning, process and limitation of planning Organizing-meaning, Process, Organization structure, Types of organizational structure, Centralization and Decentralization, Departmentalization, Span of management, Concept of Authority, Responsibility and Accountability, Delegation. Practical Visit any Rural organization/industry and study its organization structure and its mechanism (Roles, responsibilities, decision making authority and reporting system)	15 Hours
Unit 3:	Staffing, Directing and Controlling: Staffing- concept, need, human resource planning, recruitment and selection. Directing- concept, need and principles of directing. Controlling - Steps in Control Process Need-Types of control Method- Techniques of Controlling-Benefits. Practical Visit any cooperative or Rural organization/industry and study its types and techniques of control 5 Hours	15 Hours
Unit 4:	Corporate Governance and Business Ethics: Corporate Governance – Concept, importance and role of board of directors, auditors and stakeholders in corporate governance – Characteristics of good corporate governance, measures to improve corporate governance. Benefits of corporate governance. Business Ethics – Definition and its relevance to Business, Historical Perspective of Ethics, Trusteeship Management- Gandhian Philosophy of Wealth Management. Management in 21st Century-Challenges and Opportunities Study online, different MNC's to understand their corporate governance. b) Present seminar on best ethical practices in business	15 Hours
Note: Relevant case studies based on the above units should be discussed in the class.		
Reference Books:		
<ol style="list-style-type: none"> 1. Koontz and Weihrich-Essentials of Management, McGraw-Hill 2. George R. Terry, Stephen G. Franklin: Principles of Management, A I T B S Publishers & Distributors, 2. Daft Richard L. – Management – Thomson. 3. Certo-Modern Management prentice hall 4. L.M. Prasad-Principles of Management 5. R.M. Srivastara-Principles of Management 6. Peter Drucker- Essentials of management 7. Stephen P. Robbins-Management; Prentices Hall 		

8. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
9. J.S.Chandra- Management Concept and Strategies
10. Das Gupta A-Business Management in India, Vikas Publishing
11. McFarlandDaltion- Management Principles and Practices, Macmillan
12. Terry Georgy R- Principles of Management, III inions
13. Robbins Stephen P. and Decenzo David- Fundamentals of Management
14. KazmiAzhar- Business Policy and Strategic Management
15. ChoudhariSubir- The power of six sigma
16. Ross Joel- Total Quality Management
17. R. P Banerjee Ethics in Business and Management
18. M. K. Gandhi, Trusteeship
19. William Shaw, Business Ethics
20. Manuel G. Velasquez, Business Ethics
Suggested Additional Readings: Web site of CII
Suggested Research Journal: Vikalp – IIM Ahmedabad Vision – MDI, Gurgaon Indian Journal of Corporate Governance, institute of Public Enterprise (IPE), Hyderabad.

S1.6 Organizational Behaviour		
Marks : 80 + 20		Total Hours of Teaching: 60Hrs
Syllabus Contents:		
Unit 1:	Introduction to OB: Nature, Significance & Approaches to Organisational Behaviour Personality- meaning, determinants of personality, development of personality; Perception- Meaning , perception process; Attitude- components of attitude ,types of attitude, Attitude formation; Values:- Types of values Write a Report on Evolution of OB and Submit. Use several self-assessment Tools and Techniques of Personality, Attitude, Perception, Value	15 Hours
Unit 2:	Motivation, concept, theories of motivation. Leadership- styles of leadership, functions of leader; Job stress- sources of stress, Effects of stress, coping strategies of stress Visit/ Research organization and understand Motivational Techniques, Leadership styles and Strategies to cope with Stress and submit report	15 Hours
Unit 3:	Foundation of group behaviour, types of group, stages of group formation, Group Development Models. Group structure. Conflict-levels of conflict; types of conflict - Interpersonal and Intergroup conflicts, Conflict Management Visit/Research organization and understand formal and informal Group formations, Conflict cases and Strategies used to Resolve Conflict and submit report	15 Hours
Unit 4	Organisational Change, Managing Change-forces for change in organizations, forms of change, Resistance to Change, Overcoming to Resistance to Change. Organization Development: OD techniques. Global approach to O.B. - Issue of culture, managing diversity within and across the culture. Analyse the Real case of Organisational Change and Development and submit the Report	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Reference Books:

1. Stephan P. Robbins – Organisational Behaviour, Prentice Hall Publication
2. Fred Luthans – Organisational Behaviour, McGraw Hill Publication.
3. Keith Davis – Organisational Behaviour, McGraw Hill Publication
4. Laurie J. Mullincs – Management & Organisational Behaviour, Pearson Education.
5. Newstorm and Keith Davis – Human Resource Management, McGraw Hill Publication
6. Organization Behavior- JitChandan.
7. Organization Behavior- P. Acquins
8. Organization Behavior – Text, cases- Uma Shekaran

S1.7 Business Communication (Open Elective)

Marks : 80 + 20

Total Hours of Teaching: 60Hrs

Syllabus Contents:

Unit 1:	Communication: Nature and Importance of Communication, Objectives of Communication, Process and barriers to Communication, Elements of Communication, Forms of Communication, Principles of Effective Communication. Study forms of communication in Everyday life. Group Discussion on various barriers of communication. Information thus gathered is compiled in the form of short report to be submitted.	15 Hours
Unit 2:	Verbal Communication Techniques: Art of Speaking, Speech Styles. Oral Presentation- Preparation of Formal Speech, Meetings, Interviews, Group Discussion, Debate, Elocution, Extempore. Non-verbal Communication- Meaning, Characteristics & classification of Non-verbal Communication, Body Language, Gestures, Postures. Listening & observation skills. Any one form of Verbal and non-verbal Communication should be exercised in the class	15 Hours
Unit 3:	Professional Correspondence, Importance of Professional correspondence. Professional /Business correspondence:-Application Letter, Enquiries and replies, Circulars ,Quotations, Order, complaint and their reply, invitation letters and its reply. Memos , Progress report, Minutes of meeting, Event reporting, Report writing:- Importance and Techniques of report writing, Investigation Reports , Survey Reports, Inspection Reports; Paragraph writing:- Techniques of paragraph writing. Study and research Professional correspondences of any Organisation and present it in the class by submitting the Report	15 Hours
Unit 4:	Etiquettes – Meaning and Need of Etiquettes, Factors influencing Etiquettes. Types of Etiquettes-Social, Personal, Family, Business, Telephone, Emails. Digital communication- Application of Electronics media and communication, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, Fax, E-mail. Use various forms of Digital communication observing Etiquettes for Professional correspondences and submit the Report	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Reference Books:

1. Effective Business Communication Murphy
- 2 Business English & Communication Cleark
- 3 Basic Business Communication Robert Ma Archer
- 4 Business Communication Robert Marcher & Ruth Pearson
- 5 Esseatials of Business Communication Rajendra Pal & J.S.Korlahalli
- 6 Basic Business Communication Skills Raymond Lesikar & Marie Flatley, 10th Edition, Tata McGraw Hill
- 7 Business Communication- V.K. Jain & Omprakash Biyani S.Chand k company, New Delhi

S1.8 Computer Applications For Rural Management

Marks : 50 + 50

Total Hours of Teaching: 60 Hrs

Syllabus Contents:

Unit 1:	Concept, Component – Hardware, Software, Network Technology Internet Domain, Internet Server, Browsing The Internet, Tools And Service On Internet, Search Engine, Structure Of An IP Addressing, Business Applications Of Internet, Intranet And Extranet. Case study of IT applications in business, Actual hardware information and IP address settings, Use of search engines	15 Hours
Unit 2:	Documentation Tools (Ms-Word), Data Collection And Analysis Tools (Data Spread sheet), Presentation Tools (Ms-PowerPoint). Preparation of business documents using Word, Spread sheet and PowerPoint	15 Hours
Unit 3:	E-Business – Architecture, E Business Strategy and Productivity, E-Commerce – Meaning, Concept and Scope, Types of E-Commerce Applications of E-Commerce: E Banking, E Trading and E Payment. E-Governance – Need, Scope, Challenges, Applications and Value Addition by e-Governance. Study of online businesses, Hands on experience with e commerce websites, Use of e trading.	15 Hours
Unit 4:	Data Warehousing Data Marts, Data Mining, On-Line Transaction Processing (OLTP), And On-Line Analytical Processing (OLAP), Meaning, Concepts And Its Business Applications. Case studies on DBMS applications in various functional areas of management, Online survey and data collection	15 Hours

Reference Books:

1. Information Technology Management By Raner, Potter And Turban
2. DBMS By Date
3. Internet Complete – BPB Publication.
4. IT For Management – Making Connections For Strategic Advantage – Turban Mclean And Wetherbe
5. IT Systems Management – Rich Schiesser
6. Data Mining Techniques – Arun Pujari
7. Data Mining – Peter Adraans, Dolf Zantinge

Note: Fifty (50%) percentage of the weightage should be given for practical, i.e. 30 hours of theory and 30 hours of practical.

Semester II

S2.1 Economic Environment and Policy (Common to MRS and MBA)		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	<p>Introduction and Macroeconomic Variables</p> <p>1.1: Concepts of macroeconomics, Nature and Scope of Macroeconomics, Macroeconomic character of the Indian economy. Circular Flow of Income - Two Sector, Three Sector and Four Sector Open Economy.</p> <p>1.2: National Income - Concepts, Components and Measurement of National Income.</p> <p>1.3: National Income Accounting - Social Accounting, Input-Output Accounting, Flow of Funds Accounting, Balance of Payments Accounting.</p> <p>1.4: Some basic Concepts: Equations, stocks and flows, transactions matrix, functional relationship, equilibrium- ex ante and ex post.</p> <p>1.5: Practical and Applications – Related Case studies and Reports.</p>	15 Hours
Unit 2:	<p>Macroeconomic Theory and Supply of Money</p> <p>2.1: Theory of Income and Employment- Classical Keynesian.</p> <p>2.2: Consumption Function - Theories of Consumption - Keynesian and Post Keynesian Consumption Theories. Marginal Efficiency of Capital (MEC). Consumption and Investment Functions- applicability in developing economies.</p> <p>2.3: Investment Multiplier, Leakages in the Multiplier Process and Importance of Multiplier.</p> <p>2.4: Supply of Money - Measures and Determinants, Credit Creation Process. Demand for Money – Classical and Keynesian. IS-LM model.</p> <p>2.5: Practical and Applications- Related Case studies and Reports.</p>	15 Hours
Unit 3:	<p>Inflation, Business Cycle and Economic Stabilization</p> <p>3.1: Inflation – Approaches, Types, Causes, Effects and Measures.</p> <p>3.2: Business Cycle - Features and Phases of Business Cycles, Theories of Business Cycles</p> <p>3.3: Macroeconomic Policies: Fiscal Policy and Monetary Policy - Objectives, Instruments. Relative Effectiveness of Fiscal Policy and Monetary Policy.</p> <p>3.4: Phillips Curve, natural rate of unemployment hypothesis; adaptive expectations and rational expectations.</p> <p>3.5: Practical and Applications- Related Case studies and Reports.</p>	15 Hours
Unit 4:	<p>Macroeconomics in Open Economy</p> <p>4.1: Balance of Payments - Meaning and Components. Exchange Rate - Meaning, Types and Theories.</p> <p>4.2: Economic reforms and structural adjustment programmes, Washington consensus, Policies of LPG.</p> <p>4.3: Foreign Investment and TNCs & MNCs.</p> <p>4.4: International Organisations - WTO, IMF, IBRD, IDA, IFC.</p> <p>4.5: Practical and Applications- Related Case studies and Reports.</p>	15 Hours

Reference Books:

1. Ackley, G. (1978), Macroeconomics: Theory and Policy, Macmillan, New York.
2. Gordon, R. and S. G. Harris (1998), Macroeconomics, Addison Wesley.
3. H.L. Ahuja Economic Environment of Business - Macroeconomic Analysis, S. Chand Publication, New Delhi.
4. H.L. Ahuja: Macro Economics Theory and Policy, S. Chand Publication, New Delhi.
5. Hall, R. E. and J. B. Taylor (1986), Macroeconomics, W. W. Norton, New York.
6. Jha, R. (1991), contemporary Macroeconomic Theory and Policy, Wiley Eastern Ltd., New Delhi.
7. Jha, R. (1999), Contemporary Macroeconomic Theory and Policy, New Age International (P) Ltd., New Delhi.
8. Keynes, J. M. (1936), The General Theory of Employment, Interest and Money, Macmillan, London.
9. M.L. Jhingan : Macro Economic Theory, Vrinda Publications (P) Ltd. Delhi
10. Romer, D. L. (1996), Advanced Macroeconomics, McGraw Hill Company Ltd., New York.
11. Shapiro, E. (1996), Macroeconomic Analysis, Galgotia Publications, New Delhi.

S2.2: Research Methodology (Common to MRS and MBA)		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	Research Fundamentals: 1.1: Meaning, objectives and Motivation in research. 1.2: Types of Research. 1.3: Research Process. 1.4: Relevance & Scope of Research in functional areas. 1.5: Practical and Applications: Identify the research problems with reference to rural development.	15 Hours
Unit 2:	Research Design and Sampling Techniques 2.1: Introduction, Meaning, Characteristics, Advantages, Importance of a Good Research Design. 2.2: Types of Research Designs and various Steps. 2.3: Census Survey and Sampling Techniques. 2.4: Simple Random Sampling (SRS) with its types SRSWR and SRSWOR, Stratified Sampling, Cluster Sampling, Quota Sampling. 2.5: Practical and Applications: Preparation of research and sample design.	15 Hours
Unit 3:	Data Collection, Processing and Analysis: 3.1: Data Types : Primary and Secondary data 3.2: Methods of Primary Data Collection: Observation Method, Interview Method, Mailed Questionnaire Method 3.3: Sources of Secondary Data. 3.4: Editing, Coding, Classification and Tabulation of Data, Analysis and Interpretation of data 3.5: Practical and Applications: Exercise on data collection and presentation.	15 Hours
Unit 4:	Testing of Hypothesis and report Writing 4.1: Introduction to testing of Hypothesis.	15 Hours

	<p>4.2: Definitions of Terms: Null and Alternative Hypothesis, Level of Significance, Types of Errors – I and II, Size and Power of Test.</p> <p>4.3: Steps involved in Testing of hypothesis. Types of Test: Parametric and Non-parametric Tests, Small and Large Sample, One and Two Sample tests.</p> <p>4.4: Report Writing: Steps involved in Report Writing, Requisites of Good research Reports.</p> <p>4.5: Practical and Applications: Exercise on Testing of hypothesis</p>	
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Research Methodology – C. R. Kothari 2. Research Methodology in Management – Dr. V. P. Michael 3. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep & Deep, New Delhi 4. Research Methodology The Discipline & Its Dimensions – Jai Narain Sharma, Deep & Deep 5. Research Methodology Methods, Tools & Techniques – GopalLal Jain, Mangal Deep Pub. Jaipur 6. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur 		

S2.3 Operations Research		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	<p>Introduction to OR and Linear Programming : Concepts, Phases of OR, Application of OR in Business & Industry, Scope & Limitations. Linear Programming (LP) – Concepts, Mathematical Formulation, Graphical Solutions –Simple Algorithm –Use Of Slack / Surplus / Artificial Variables Max. Problems Simplex. Duality and Relationship Between Primal And Dual. Practical's on – application of linear programming, simplex and big M method by using live data from any data bank: Two on Graphical, Two on Simplex and One on Dual-Primal Relation</p>	15 Hours
Unit 2:	<p>Assignment Problems (AP) & Transportation Problems (TP) : Assignment Problems (AP): Concepts, Mathematical Formulation - Hungarian Method. Maximization /Minimization - Balanced/ Unbalanced –Problems. Transportation Problems (TP): Concepts, Mathematical Formulation, Solution of TP: North-west corner rule, Least cost method, Vogel's Approximation Method (VAM) and Transportation Algorithm (MODI – Method) Practicals on – Assignment problem and transportation problem from local medium or large scale units or any data bank. Two on Assignment problem, Three on Transportation problem.</p>	15 Hours
Unit 3:	<p>Queuing Theory & Inventory Models : Queuing Theory: Concepts, Types Of Queuing System Characteristics Of Queuing Model Problem Based on (M/M/1) Model. Inventory Models: Types of Inventories, Cost Involved, Deterministic Model, Economic Order Quantity (EOQ) & Economic Batch Quantity (EBQ) with Finite Production Rate, Practical's on – M/M/1 model, EOQ, EBQ and calculation of reorder level and lead</p>	15 Hours

	time: Two on Queuing and Three on Inventory	
Unit 4:	<p>Network Analysis & Decision Theory: Network Analysis: Algorithm as Applied to Problem of CPM & PERT. Project Planning & Control by Use of CPM/PERT Concepts. Decision Theory: Maximini and Minimax, EMV, Regret (Opportunity Loss) And EVPI Criteria Practical's on – CPM and PERT, EMV & EVPI to a live project in the vicinity: Three on CPM & PERT, Two on Decision Theory</p>	15 Hours
Reference Books: 1. Operation management- KantiSwaroop& others. 2. Operation Research –P.K. Gupta &D.S. Hira. 3. Operation Research –S.D. Sharma. 4. Operation Research- An introduction- Taha. 5. Operation Research for management- Shenoy, Srivastav. 6. Principles of Operation Research- Harvey- M Wagner.		

S2.4. Marketing Management In Rural Perspective		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	<p>Basics of Marketing: Introduction to marketing–Nature and scope of marketing, the core concepts of marketing, Company orientation towards market place , marketing environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing, Introduction to Services Marketing Reading seminar on difference between need, want and demand. Select any organization and study the micro and macro environmental factors influencing its performance. Submit a report.</p>	15 Hours
Unit 2:	<p>A. Market segmentation – Meaning and concept, benefits of segmentation, Bases for market segmentation – consumer goods market segmentation; industrial goods market segmentation, Market targeting - Selection of segments, Product positioning. B. Consumer Behaviour – Meaning and definition of consumer behaviour, importance, Different buying roles, consumer buying decision process, factors influencing consumer behaviour. Select any product offered to Rural market and study its Segmentation, Targeting, Differentiation and Positioning. Submit a report.</p>	15 Hours
Unit 3:	<p>Product & Pricing Strategy A. Product decision and strategies – Meaning of product, Types of products, product mix decisions, product line decisions, Product life cycle concept, new product development, Branding and packaging decisions – Concept of Branding and packaging, advantages and disadvantages of branding and packaging, features and functions of packaging. B. Pricing decision – Pricing objectives, pricing methods, factors influencing pricing decision, setting the price, price determination policies Online exercise: Visit any website of organization marketing its FMCG products and study the different elements related to products. Submit a report</p>	15 Hours

Unit 4:	A. Integrated Marketing communication – Concept and role of IMC, promotion mix- Advertising, personal selling, sales promotion and publicity, Factors affecting IMC mix, Marketing communication mix decisions: characteristics, factors and measurement. Advertising and publicity – 5 M’s of advertising. Personal selling – nature and process. Sales promotion – nature, importance and techniques. B. Distribution Strategy- Importance of channels of distribution, Alternative channel of distribution, channel design decision and channel management decision, selecting an appropriate channel, Supply Chain Management, Logistic management. a] Select any Rural organization and study its Supply Chain Management b] Select any newly launched product and design a promotional campaign with the help of IMC and present it in the class.	15 Hours
Note: Relevant audio, video CDs and caselets should be discussed. Emphasis should be given on field assignments.		
Reference Books:		
<ol style="list-style-type: none"> 1. Marketing Management – a south asian perspective: Kotler Phillip, Keller Kevin Lane, Koshy Abraham and JhaMithileshwar, Pearson. 2. Marketing Management: A South Asian Perspective - Kotler P., Keller K., Koshy A., Jha M., Pearson Prentice Hall. 3. Marketing Management – Ramswamy V. S., Namakumari S., Macmillan Publishers India Ltd. Marketing Management – RajanSaxena, Tata McGraw Hill 4. Marketing Management: Text and Cases – Tapan Panda, Excel Books 5. Marketing – Etzel, Walker B., Stanton W., Pandit A., Tata McGraw Hill 6. Marketing Management - Karunakarn K — Himalaya Publication, New Delhi 		
Suggested Additional Readings:		
- American Marketing Association: https://www.ama.org/Pages/default.aspx		
Suggested Research Journals:		
<ul style="list-style-type: none"> - Indian Journal of Marketing Journal of Marketing - American Marketing Research Journal of Marketing Research - American Marketing Research 		

S2.5 Financial Management in Rural Perspective		
Marks : 80 + 20		Total Hours of Teaching: 60 Hours
Syllabus Contents:		
Unit 1:	Financial Management – Introduction, Meaning, Objectives, Functions of Financial Management. Role of Finance Manager in Rural Enterprises Take interview of Finance Manager of any business enterprise to Understand his functions and role in the organization.	15 Hours
Unit 2:	Sources of Finance– Long Term, Medium Term and Short Term Sources; Rural Financial Intermediaries – NABARD, DCBs, LDBs, RRBs, Cooperative Banks and Credit Societies and other agencies; Innovative Weapons of Finance for Rural Enterprises – Hire Purchase, Leasing, Micro Finance, Seed Capital, Venture Capital Financing Visit any of the NABARD, DCB’s, LDB’s, RRB’s and Co-Operative Bank and	15 Hours

	Societies to identify Sources of finance and loan disbursement system.	
Unit 3:	Financial Statement Analysis – Comparative Financial Statements, Trend Analysis, Common Size Statements, Ratio Analysis Profitability, Liquidity, Activity and Leverage Ratios i) Download annual report of any company from its website and Analyze its financial performance by the techniques of ratio analysis. ii) Prepare comparative financial statement and common-size financial Statement.	15 Hours
Unit 4:	Working Capital and Capital Budgeting for Rural Enterprises – a. Working Capital : Concept, Types, Factors, Estimation and Financing of Working Capital b. Capital Budgeting : Concept, Nature, Significance and Techniques of Capital Budgeting – Pay Back Period, Net Present Value, Profitability Index, Accounting Rate of Return, Internal Rate of Return Take interview of finance manager or entrepreneur regarding their need of working capital and its finance	15 Hours
Note: Problems Should be covered from Unit Nos. 3 and 4		
Reference Books:		
1. Financial Management : Khan and Jain 2. Financial Management : Prasanna Chandra 3. Financial Management : I.M. Pandey 4. Financial Management and Policy : R.M. Srivastava 5. Indian Financial System :Vasatn Desai 6. Indian Financial System : L.M. Bhole		
Web sites:		
1. www.rbi.org.in 2. www.nabard.org		

S2.6 Human Resource Management in Rural Perspective		
Marks : 80 + 20		Total Hours of Teaching: 60 Hours
Syllabus Contents:		
Unit 1:	Introduction to Human resource management - Definition, Scope, Objectives, Importance, HRM versus Personnel Management, Changing role of Human resource Management, HRM in Indian context. Visit any organization Practicing Human Resource Management and Prepare a Presentation on it	15 Hours
Unit 2:	Procurement and Placement: Concept of HRP, Job Analysis, Job Description, Job Specification, Recruitment: Objective, Factors affecting Recruitment, Sources of Recruitment, Process of Recruitment. Selection, Placement, Induction, Socialization. Visit any manufacturing or service organization to study a process of Human Resource Planning, recruitment, and selection, Induction. Prepare a report and submit.	15 Hours

Unit 3:	Development and Maintenance of Human Resource: Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Training and Development: Difference between training and Development, Methods of Training & Development Visit any manufacturing or service organization and study Training and Development and submit a Report	15 Hours
Unit 4:	Wage and Salary administration: Factors affecting wage/ salary, objective of wage and salary administration, Employee Benefits, Principle of employee benefit programme, Employee Service. Recent Trends in HRM Visit/Research organizational Practices of Wage and salary administration and submit a Report	15 Hours
Note: Note: Relevant audio, video CDs and caselets should be discussed.		
Reference Books:		
<ol style="list-style-type: none"> 1. Human Resource Management, B.B. Mahapatro, 2. Human Resource Management, Dipak Kumar Bhattacharyya, 3. Human Resource Management, Garry Dessler, 4. Personnel & Human Resource Management, Edwin Flippo, 5. Personnel Management, S. Seetaraman & B. Venkateswara Prasad, 6. Human Resource Management, P. Subba Rao, 7. Human Resource Management, VSP Rao 		

S2.7 Operations Management in Rural Perspective		
Marks : 80 + 20		Total Hours of Teaching: 60 Hours
Syllabus Contents:		
Unit 1:	The Production / Operation Function, Operations Management Decisions, Operations Strategy, Significance of Operations Management In Manufacturing And Service Environment, Interface of Operations Function With Other Functional Areas, Productivity – Meaning, Measures of Productivity, Work Study. Study of manufacturing plant in nearby area and its operations.	15 Hours
Unit 2:	Manufacturing Processes – Types and features, Facility Location – Factors for selection, Facility Layout – Types and features, Production Planning and Control – Need, Objectives, Functions; Materials Management – Objectives, Types and Costs associated. Visit an organization and enlist various factors considered for finalizing its location. Study layout of any one organization.	15 Hours
Unit 3:	Peasants, Proprietorship, Cooperative Farming, Capital Farming, Corporate Farming, Land Tenure Systems and Agricultural Production Management - Rural Godowns, Agriculture Supply Chain. Study supply chain of any one agri commodity in detail.	15 Hours
Unit 4:	Technology management – Effects on consumers and producers, Advantages and disadvantages of technology; Emerging technologies in agriculture – Green houses, Automation; Agro processing industries Visit an agro processing industry / green house. Discuss various new technologies used by them.	15 Hours

Note: Note: Relevant audio, video CDs and caselets should be discussed. Emphasis should be given industry visits.

Reference Books:

1. Chunawala Patel – Production And Operations Management – Himalaya Publishing House, Mumbai
2. R. Pannerselevam – Production And Operations Management – Eastern Economy Edition, New Delhi
3. Buffa E. S. – Operations Management
4. Robertson C.A. – ABN Introduction To Agricultural Production Economics And Farm Management – Tata Mcgraw Hill
5. Heady, Earl. O And Jensen Herald R. – Farm Management Economics – Prentice Hall
6. Barnard C.S. And Nix J.S. – Farm Planning And Control
7. Blake C.D. – Fundamentals Of Modern Agriculture
8. Sadhu And Singh – Fundamentals Of Agriculture
9. Agrawal A.N. – Indian Agriculture
10. Sharma A.N. And Sharma V.K. – Elements Of Farm Management

S2.8 Agriculture Business Management

Marks : 80 + 20

Total Hours of Teaching: 60 Hours

Syllabus Contents:

Unit 1:	Introduction to Agribusiness: Nature, definition, scope and functions. Agribusiness input and output services, Difference between farm and nonfarm sectors, Importance of small agribusinesses, Successful Agri-business enterprises. Visit a successful entrepreneur in agriculture nearby and study his qualities.	15 Hours
Unit 2:	Agricultural Marketing: Definition of market and agricultural marketing, Royal Commission on Agriculture, Agricultural Marketing Organizations, Bureau of Indian Standards (BIS). National Agriculture Policy of India Study of various marketing innovations and discuss it in classroom.	15 Hours
Unit 3:	Agro-processing industries in India: Management and processing of Sugar industry- Dairy processing –cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – medicinal plants. Problems and prospects of Agro-processing industries in India. Study any one agro processing industry and make a report.	15 Hours
Unit 4:	Business Legislation: Essential Commodities Act, Food Adulteration Act, Food safety and standards, consumer protection Act. Recent Trends in Agri-business management: ITC e-choupal, precision farming, and logistics in agri products in India. Case study of recent trends in agriculture should be solved.	15 Hours

Note: Note: Relevant audio, video CDs and caselets should be discussed.

Reference Books:

1. M.Upton& B.O. Anloio - "farming As a Business" Oxford university press. New York
2. 'S.S. Achary' N.L. Agarwal - "Agricultural Marketing in India.
3. 'S.K. Misra' V.K. Puri - Indian Economy', Himalaya publishing House Mumbai.
4. Bhave S.W.' - "Agri-Business management in India"
5. 'SmitaDiwase' - "Agri-Business Management", Everest Publishing House Pune-4