

M.B.A. RURAL PROJECT MANAGEMENT

SYLLABUS
(with effect from June 2015)



DEPARTMENT OF EXTENSION EDUCATION
The Gandhigram Rural Institute – Deemed University
Gandhigram – 624 302 Tamil Nadu

DEPARTMENT OF EXTENSION EDUCATION
The Gandhigram Rural Institute – Deemed University, Gandhigram-624 302
CURRICULUM DESIGN – MBA (RPM) PROGRAMME

Semester	Category	Course Code	Title of the Course	No. of Credits	No. of Hours	Duration of ESE (Hours)	Evaluation		Total Marks	
							CFA %	ESE %		
I	Core Courses	15MBAP0101	Management Thought and Process	3	3	3	40	60	100	
		15MBAP0102	Managerial Economics	3	3	3	40	60	100	
		15MBAP0103	Organizational Behaviour	3	3	3	40	60	100	
		15MBAP0104	Accounting for Management	3	3	3	40	60	100	
		15MBAP0105	Strategic Management	3	3	3	40	60	100	
		15MBAP0106	Management Information System	3	3	3	40	60	100	
		15MBAP0107	Operations Management	3	3	3	40	60	100	
	Compulsory Non-Credit Courses	15ENGP01C1	Communication/ Soft Skills	-	2	-	50	-	50	
	15RPMF01F1	Extension	-	2	-	50	-	50		
Total (I)				21	25	-				
II	Core courses	15MBAP0208	Marketing Management	3	3	3	40	60	100	
		15MBAP0209	Human Resource Management	3	3	3	40	60	100	
		15MBAP0210	Financial Management	3	3	3	40	60	100	
	Specialization-I (Choose any one among the Three Functional specializations)									
	I. Marketing Management (Choose any Two among Four)				(3+3)					
	Select any Two courses under the chosen specialization	15MBAP02SX			3	3	3	40	60	100
		15MBAP02SY								
	II. Human Resource Management (Choose any Two among Four)				(3+3)					
		15MBAP02SX			3	3	3	40	60	100
		15MBAP02SY			3	3	3	40	60	100
	III. Financial Management (Choose any Two among Four)				(3+3)					
		15MBAP02SX			3	3	3	40	60	100
		15MBAP02SY			3	3	3	40	60	100
	Non major -electives				4	4	4	40	60	100
Modular Course (Group 1)		15MBAP02MX	(Advanced course in chosen of areas of specialization – Any one)	2	2	-	50	-	50	
				-	-	-	-	-	-	
				-	-	-	-	-	-	

				-	-	-	-	-	-
	Compulsory Non-Credit Courses	15GTPP0001	Gandhi in Everyday Life	-	2	-	50	-	50
		15RPM02F2	Extension/Industry visit	-	2	-	50	-	50
			Total (II)	21	24				
III	Core Courses	Specialization -II (Sectoral Specialization)							
		15RPMP0311	Participatory Learning and Action	3	3	3	40	60	100
		15RPMP0312	Extension Management	3	3	3	40	60	100
		15RPMP0313	Project Planning and Implementation	3	3	3	40	60	100
		15RPMP0314	Project Monitoring and Evaluation	3	3	3	40	60	100
		15RPMP03F3	Training in Grassroot Development organizations*	2			100	-	100
		15APRP0003	Research Methods and Statistics	4	4	3	40	60	100
	Major -Elective (Choose any one)	15RPMP03EX		3	3	3	40	60	100
	Modular Course - (Group 2) Choose any one	15RPMP03MX		2	2	-	50	-	50
	VPP	15EXNP03V1	Village Placement Programme	2		-	50		50
			Total (III)	27	21+	-	440	360	800
IV		15RPMP0416	Internship**	6		-	150	-	150
		15RPMP0417	Dissertation***	6		-	75	75+50	200
			Total (IV)	14		-			
Summary of Four Semesters									
			Grand Total (Sem. I to IV)	83	-	--			

* **Summer Training** in Grassroot Development Organizations (GDOs) will be organized after completion of 2nd semester, for a period of Four weeks during Summer. The mode of evaluation will be Internal.

** **Internship:** A student must undergo 6 weeks of internship in one or more institutions viz., NGOs, Donor agencies, Govt., Corporates with CS1R programmes), or other Development organizations identified by the Department. The mode of evaluation will be Internal.

*****Dissertation:** It will be an in depth study in any one of the specialization areas for a period of Eight weeks, after completion of internship. Evaluation Pattern: 75 marks for external and 75 marks for internal evaluation. Fifty marks for joint viva-voce.

Major Electives

1. 15RPMP03E1 - Corporate Social Responsibility
2. 15RPMP03E2- Management of Micro Finance

Functional Specializations

- I. **Marketing Management (Choose any Two)**
 1. 15MBAP02S1 - Consumer Behaviour
 2. 15MBAP02S2 - Services Marketing
 3. 15MBAP02S3 - International Marketing
 4. 15MBAP02S4 - Management of Retail Business
- II. **Human Resource Management (Choose any Two)**
 1. 15MBAP02S5 - Management of Industrial Relations
 2. 15MBAP02S6 - Legal Framework Governing Human Relations
 3. 15MBAP02S7 - Management Training and Development
 4. 15MBAP02S8 - Human Resource Planning and Development
- III. **Financial Management (Choose any Two)**
 1. 15MBAP02S9 - Management of Financial Services
 2. 15MBAP02SA - Management of Financial Institutions
 3. 15MBAP02SB - Security Analysis & Portfolio Management
 4. 15MBAP02SC - Cost Accounting and Audit

List of courses for 15MBAP02MX

15MBAP02M1	Product Portfolio Analysis
15MBAP02M2	Wage Administration
15MBAP02M3	Budget Analysis/Business Analysis

List of courses for 15MBAP03MX

1. 15RPM03M1 - Project Development (Skill Based)
2. 15RPM03M2- Sustainable Livelihood Analysis

MBA (RPM) FIRST YEAR
MANAGEMENT THOUGHT AND PROCESS
(Course Code: 15MBAP0101)

No of Hours: 3
(CFA: 40, ESE: 60)

Credit: 3
Objective

To gain knowledge on genesis and principles of management administration.

Specific Objectives of Learning (SOL)

1. The students would be able to apply the concepts and principles of management in business administration.
2. The students would have gained knowledge in decision making and planning.

Unit I: Development of Management Thought (8 hrs)

Management: Meaning - objective/scope-Management Vs Administration – Management Process-Management Thoughts: pre-scientific management era - Management science era – Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Peter F. Drucker – management thought in globalised era.

Unit II: Decision Making and Planning (9 hrs)

Decision making - Meaning and importance, approaches to decision making, steps in decision making – Planning - Meaning and importance – types of planning – steps in planning, policy making - types of policies – principles of policy making – policy formulation and administration – basic areas of policy making.

Unit III: Organizing (9 hrs)

Forms of organization: formal and informal – departmentalization – Staffing: nature and purpose, importance, components – Direction: - functions - leadership: styles and functions.

Unit IV: Coordination (6 hrs)

Need and importance – Types of co-ordination and interdependence Vs co-ordination: pooled, reciprocal, sequential – Principles of co-ordination – approaches to effective co-ordination – problems.

Unit V: Controlling (8 hrs)

Control – meaning - and importance– Types of control – Steps in controlling – Planning Vs Controlling – control tools: Integrated control system– Management audit-management effectiveness.

References

1. James A.F. Stoner, R. Edward Freeman and Daniel R.Gilbert (2005), **Management**, Pearson, New Delhi.
2. Lewis A. Allen, **Management and Organization**, McGraw Hill Publications, Tokyo.
3. Earnest Dale, **Management Theory and Practice**, McGraw Hill Publications, Tokyo.
4. Thripathy P.C and P.N. Reddy (1992), **Principles of Management**, Tata McGraw Hill, New Delhi.
5. Heinz Weibrich and Harold Koontz (2004), **Principles of Management**, Tata McGraw Hill, New Delhi.
6. Kapur S.K (1994), **Principles and Practice of Management**, S.K. Publishers, New Delhi.
7. Gupta R.N (2008), **Principles of Management**, S. Chand & Co, New Delhi.
8. Stephen P. Robbins and Mary Coulter (2004), **Management**, Prentice Hall India, New Delhi.
9. George R.Terry and Stephen G.Franklin (2005), **Principles of Management**, AITBS Publishers and Distributors, New Delhi.

Semester -I

15MBAP0102: MANAGERIAL ECONOMICS

(Course Code: 15MBAP0102)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objective

To orient the students in principles and analytical tools of managerial economics.

Specific Objective Learning

1. The students would be able to select and apply tools of managerial economics for business decision making.
2. The students would have gained knowledge on real economic problems and their impact on business efficiency.

Unit I: Introduction to Managerial Economics

(5 hrs)

Nature - Scope – Basic concepts in Managerial Economics – Role of Managerial Economists –Objectives of firm.

Unit II: Theory of Demand and Supply

(10 hrs)

Law of demand - Elasticity of demand – Use of elasticity of demand in managerial decisions - Demand Forecasting, Methods of demand forecasting for new products and established products – Law of Supply and Elasticity of Supply – Demand Supply Interaction.

Unit III: Theory of Production

(10 hrs)

Production function – Types of production function, Isoquant and its properties - Law of Variable proportions – Law of Returns to Scale - Cost and Revenue functions – Cost and Revenue Curves - Break Even Analysis and its uses in Managerial Economics.

Unit IV: Market Structure and Price Determination

(13 hrs)

Market – Definition – Conditions - characteristics - Price determination under Perfect competition – Monopoly - Monopolistic Competition – Basics of Oligopoly.

Unit V: Macro Economic Problems

(10 hrs)

Business cycle - features - phases of business cycle – inflation - Factors causing Inflation – Measures to control business cycle and inflation.

References

1. Baumol William. J (1973), **Economic Theory and Operations Analysis**, Prentice Hall, London.
2. Dean Joel (1951), **Managerial Economics**, Prentice Hall India, Delhi.
3. Gopalakrishna.D (1994), **A Study in Managerial Economics**, Himalaya Publishing House, Mumbai.
4. Varshney R.L and Maheshwari K.L (2006), **Managerial Economics**, Sultan Chand and Sons, New Delhi.
5. Hagul,D.C (1969), **Managerial Economics: Analysis for Business Decisions**, Longsasan, London.
6. Ahuja, H.L (2007), **Managerial Economics: Analysis of Managerial Decision Making**, S.Chand and Company Ltd., New Delhi.
7. Jhingan, M.L., and Stephen, J.K (2006), **Managerial Economics**, Vrinda Publications (P) Ltd., New Delhi.

Semester –I

15MBAP0103: ORGANIZATIONAL BEHAVIOUR

(Course Code: 15MBAP0103)

Credit: 3

No of Hours: 3

CFA:40, ESE:60

Objectives

To understand the conceptual framework of organizational behavior and organizational design.

Specific Objective Learning

1. The students would have gained knowledge in the areas of organizational behavior so as to improve the management skills and cultivate the leadership qualities.
2. Knowledge on various organizational Theories structures to study factors influencing organisation and development.
3. Knowledge on various dimensions of personal traits influencing individual behavior that will lead to better performance.
4. Appreciate the role of motivations in enhancing the performance of the individuals and associated factors.
5. Knowledge groups, Team building, group decisions making and theories on leadership and qualities.
6. Knowledge on conflict management techniques in organisation methodology for organisational change, development and drapersis.

Unit I: Organisational Behaviour

(12 hrs)

Concept and theories of organisation - Organization characteristics - Organisation structure and design - Environment and Technology - Organisational culture and behavior Relationship between management and organisational behavior Emergence and ethical perspective - Case Analysis - Seminar Group Discussion

Unit II: Individual Behaviour

(8 hrs)

Attitude – Perception – learning – personality - maturity characteristics - Goal and role conflict – frustration – stress – alienation – organization - behavior modification Theory X, Y and Z - Case Analysis Seminar Group Discussion

Unit III: Motivation

(10 hrs)

Theories of motivation-Maslow's need hierarchy theory - Herzberg's two factor theory - Alderfer's ERG theory - McClelland's learned need theory - Victor Vroom's expectancy theory - Stancy Adams equity theory; Case Analysis - Seminar - Group Discussion

Unit IV: Group Dynamics and Leadership

(10 hrs)

Group Dynamics-types - group formation – development - composition - Group cohesiveness - team building - group decision making - Interpersonal communication - superior-subordinate - communication Transactional Analysis - Power and Politics Leadership- styles and theories - Case Analysis Seminar Group Discussion.

Unit V: Conflict Resolution

(8 hrs)

Dynamics and management – sources, patterns, levels and types of conflict - traditional and modern approaches to conflict - functional and dysfunctional organizational conflicts - resolution of conflict - Johari Window Model - Life position Organisational Change and Development

References

1. Robbins, Stephen P., Timothy A.Judge, Neharika Vohra (2012), **Organizational Behavior**, Prentice Hall, New Delhi.
2. Singh Kavita (2010), **Organisational Behaviour**, Pearson, New Delhi.
3. Prasad, L.M (2011, **Organisational Behaviour**, Sultan Chand & Sons, New Delhi.
4. Luthan, Fred (2005), **Organisational Behaviour**, McGraw International Edition, New Delhi.
5. S. Jit.S. Chandan (2012) Organizational Behaviour, Vikas Publishing, New Delhi.

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ACCOUNTING FOR MANAGEMENT

(Course Code: 15MBAP0104)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objective

To understand the basic concepts in accounting principles and analyse the balance sheet and financial analysis.

Specific Objective Learning

On completion of the course, the students will be able to:

1. define book-keeping, accountancy, accounting.
2. describe the accounting systems and standards.
3. record the transactions in books of accounts as per the principle of double entry system of book-keeping.
4. know the posting of entries in ledger and prepare trial balance.
5. prepare the final account and balance sheet and analyse the components of final account and balance sheet.
6. interpret the financial statements using various tools of financial statement analysis such as trend analysis, ratio analysis and fund flow statement.
7. know the concept, objectives and types of cost.
8. describe cost systems and costing techniques.
9. define budget, budgetary control and budgeting and list the uses of budget and budgetary control.
10. Classify the budgets and describe the procedures involved in preparation of fixed, flexible and zero-based budgeting.

Unit I: Accounting and its Functions (8 hrs)

Accounting concepts, standards and systems – Principles of Double entry book-keeping system – Account books and ledgers – Trial balance.

Unit II: Final Accounts and Balance Sheet (8 hrs)

The objects and scope – Preparation of final accounts – construction and analysis of Profit and Loss Account and Balance Sheet.

Unit III: Analysis and Interpretation of Financial Statement (10 hrs)

Concept – Tools for financial statement analysis: Comparative and common size statements – Ratio analysis – Flow statements.

Unit IV: Cost Accounting (10 hrs)

Concept, Objectives – Types of cost – Cost systems – Costing technique – historical costing, absorption costing, marginal costing, standard costing.

Unit V: Budgetary Control (12 hrs)

Concept, Uses and limitations of budget and budgetary control – Types of budget – Functional budget – Fixed and flexible budget – Zero-based budgeting.

References

1. Ghosh: T.P; **Fundamentals of Accounting**, S.Chand & Co, New Delhi.
2. Bhattacharya. S.K. and John Dearden (1984), **Accounting for Management: Text and cases**, Vani Book House, New Delhi.
3. Hingorani and Ramanathan (2003), **Management Accounting Problems and Solutions**, S.Chand & Co.
4. Horngren, Charles, T. (1984), **Introduction to Management Accounting**, Prentice Hall of India.
5. Khan and Jain (2002), **Management Accounting**, IV Edition, Tata McGraw Hill Publications, New Delhi.
6. Murthy (2002), **Cost Analysis for Management Decisions**, Tata McGraw Hill Publications, New Delhi.
7. Ghosh. T.P (2003), **Fundamentals of Management Accounting**, Excel Books, New Delhi.
8. Anthony A.Atkinson, Robert S.Kaplan and S.Mark Young (2005), **Management Accounting**, Pearson Prentice Hall, New Delhi
9. Nitin Balwani (2010), **Accounting and Finance for Management**, Excel Books, New Delhi.
10. Jan Williams (2010), **Financial and Managerial Accounting**, Tata McGraw Hill Publications, New Delhi.

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STRATEGIC MANAGEMENT
(Course Code: 15MBAP0105)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objective

To expose the students to various strategies of management at different levels.

Specific Objective Learning

1. The students would have developed decision making abilities in situations of uncertainty and in a dynamic business environment.
2. They would be able to design strategies for a given problematic environment towards win-win situation.

Unit I: Strategic Management

(10 hrs)

Definition – Strategy Vs Strategic Management - Strategic Intent –Strategic Management Process – Approaches and modes of strategic decision making - Strategic Planning – Environmental Scanning and Environmental Analysis. Industry, internal, SWOT, Competitive, advantage – Porter’s Competitive analysis.

Unit II: Strategy Formulation and Choice

(12 hrs)

Approaches to Strategic formulation – Levels of strategies – Types of strategies – Grand strategies - Generic competitive advantage – Cost Leadership – Portfolio analysis - BCG Matrix and SAP.

Unit III: Functional Strategies

(8 hrs)

Definition – Development of Functional Strategies – Production / Operation Strategy – Marketing Strategy – Financial Strategy – HR Strategy – R&D Strategy.

Unit IV: Strategy Implementation

(10 hrs)

Definition – Inter relationship between formulation and implementation – Importance – Issues – Mckinsay 7s model – Resource Allocation: Importance: Approaches, techniques, criteria, factors, difficulties, caution – Organizational structure.

Unit V: Strategic Evaluation and Control

(8 hrs)

Strategic Evaluation – Definition – Types, approaches, levels, characteristics, importance, criteria and barriers – Strategic Control: Definition, types, mechanisms – limitation.

References

1. Appa Rao C Parvathiswara Rao and Sivaramakrishna K (2010), **Strategic Management and Business Policy – Text and Cases**, Excel Books, New Delhi.
2. Aswathappa, K (1996), **Business Environment for Strategic Management**, Himalaya Publishing House, New Delhi.
3. Azhar Kazmi (2002), **Business Policy and Strategic Management**, Tata McGraw Hill, New Delhi.
4. Cherunilam, Francis (2005), **Strategic Management**, Himalaya Publishing House, New Delhi.
5. Hax-Majluf (1988), **Strategy Concept and Process, Pragmatic Approach**, Prentice Hall, New Delhi.
6. Krishore, Ravi M (2010), **Strategic Management – Text and Cases**, Taxmann Publications, New Delhi.
7. Srinivasan.R (2009), **Strategies Management: The Indian Context**, PHI Learning, New Delhi, 2002.

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MANAGEMENT INFORMATION SYSTEM

(Course Code: 15MBAP0106)

Credit: 3

No of Hours: 3
(CFA:40; ESE:60)

Objectives

To enhance the students in developing MIS fro decision making process.

Specific Objective Learning

The students would have gained knowledge in understanding, designing and implementing managerial information processing systems.

1. Understand the role of computers in business and manufacturing. Apply the concept of data processing in business situations.
2. The students will be able to apply systems concept in analysis and design of computerized data processing. He will also assess the steps involved in MIS Projects.
3. Will understand and apply the concept of data base in various functional/operational areas of management
4. Will have clarity in networking and the methods of information sharing thro' networks.
5. Will be able to appreciate various conceptual models in decision making and apply the same to managerial decision making process.

Unit I: Management Information System (10 hrs)

Management Information System-definition, importance, role of MIS in business – Information technology Vs information system-functional information system- DSS, TPS, ESS.

Unit II: System Analysis and Design (8 hrs)

System analysis and design overview, system development life cycle –designing MIS-implementation and evaluation of MIS

Unit III: Data Base Management System (10 hrs)

Data Base Management System: Concepts, objectives electronic Vs non electronic DBMS. Types of DBMS; Hierarchical, Network, Relational DBMS

Unit IV: Data Communication concepts & Computer Network (10 hrs)

Data Communication: concepts, hardware and software requirements, computer network ,definitions, LAN-WAN. Network topologies Tree, bus, Ring, Mesh, Star topologies, network Management.

Unit V: Information System for Decision Making (10 hrs)

Role of information management in ERP, e -business, e- governance, datamining, business intelligence, pervasive computing cloud computing.

References

1. Robert G. Murdick et al., (1975), **Information Systems for Modern Management**, Prentice Hall of India Pvt. Ltd, New Delhi.
2. Gorden B. Davis (1974), **Management Information Systems: Conceptual Foundation, Structure and Development**, McGraw Hill & Co, New Delhi.
3. Burch. Jr. Jehn, G et al., (1979), **Information Systems: Theory and Practice** (Second Edition) John Wiley and Sons, New York.
4. Kaker & Sharma (1995), **Introduction to Computers Systems and Applications**, Himalaya Publishing House, Bombay.
5. Goyal G.P (1994), **Management Information System (MIS), Concept and Applications**, Deep and Deep Publishers, New Delhi.

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OPERATIONS MANAGEMENT

(Course Code: 15MBAP0107)

Credit: 3

**No of Hours: 3
(CFA:40 ESE:60)**

Objective

To acquaint the concept of operation methodologies relating to production of goods; managing plants and service organization and understand the concepts related to industrial engineering.

Specific Objective Learning

1. Students would be able to handle the problems related to production, servicing and material management
2. Knowledge on applications of managerial concepts to production of goods and services. Applications of value analysis to industrial situations.
3. Skills in conducting motions/time study plant lay out reinforcing and knowledge in material handling equipments.
4. Skills in purchase and inventory management of raw materials – computations in inventory and storekeeping practices.
5. Skills in planning productions and executions of production plans and controlling quality levels applying the concepts learnt.
6. Knowledge on various factory plans and their significance.

Unit I: Production Management

(10 hrs)

Management of Production systems and types - Principles of scientific management, productivity concept and measurement - Product engineering – production life cycle – value engineering – simplification – standardization and diversification. Case analysis/ group discussions/seminar.

Unit II: Work study

(10 hrs)

Method study - Principles of motion economy Ergonomics – time study, work sampling PMTs - Plant location and layout – Plant Location – factors - basic models – Plant layout – material handling.

Unit III: Functions of Material Management

(10 hrs)

Importance and functions of materials management– purchasing methods – Stores Management -Bill of materials – inventory management, order – level order – quantity, system – system and mini max system and selective inventory control – JIT techniques.

Unit IV: Production planning and control

(10 hrs)

Scope for Production Planning and control Routing – Loading – scheduling – dispatching and follow up - Use of Gantt charts - Quality control – statistical quality control techniques and, acceptance sampling.

Unit V: Regulatory Laws

(8 hrs)

Industrial Laws – Factory act - Workmen’s compensation act - labour welfare act - pollution control act.

References

1. Gopalakrishnan, P. and Sundaresan M. (2002), '**Material Management**' - An Integrated Approach, Prentice Hall of India, New Delhi.
2. Khanna.O.P. (2006), '**Industrial Engineering and Management**' Text and Cases, Dhanpat Raj, Delhi.
3. Juran D.M. and F.M. Gryna, (2005), '**Quality, Planning and Analysis**', Tata McGraw Hill, New Delhi.
4. Chary.S.N. (2008), '**Production Operations Management**' Tata McGraw Hill Publishing Company Ltd, New Delhi.
5. Varma.M.M. (2006), '**Materials Management**'; Rer.Ed.S.Chand & Co, New Delhi.
6. Sharhmey (2000), '**Productivity Management: Concepts and Techniques**'; Tata McGraw Hill Co; New Delhi.

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Compulsory Non – Credit Course

15ENP00C1: COMMUNICATION / SOFT SKILLS

Credit: -

No of Hours: 2

INSTRUCTIONAL OBJECTIVES ;

- i. To develop inter personal skills and be an effective goal oriented team player.
- ii. To develop professionals with idealistic, practical and moral values.
- iii. To develop communication and problem solving skills.
- iv. To re-engineer attitude and understand its influence on behaviour.

UNIT I - SELF ANALYSIS (4 hours) SWOT Analysis, Who am I, Attributes, Importance of Self confidence, Self Esteem

UNIT II - ATTITUDE (4 hours) Factors influencing Attitude, Challenges and lessons from Attitude. Change Management Exploring Challenge, Risking Comfort Zone, Managing Change.

UNIT III - MOTIVATION (6 hours) Factors of motivation, Self talk, Intrinsic & Extrinsic Motivators.

UNIT IV - GOAL SETTING (6 hours) Wish List, SMART Goals, Blue print for success, Short term, Long term, Life Time Goals. Time Management Value of time, Diagnosing Time Management, Weekly Planner To do list, Prioritizing work.

UNIT V - CREATIVITY (10 hours) Out of box thinking, Lateral Thinking Presentation.

- Common Syllabus for all UG Disciplines offering the Paper on “Communication and Soft Skills”.
- This paper is compulsory Non-Credit Course.
- 2 Hours per week/30 Hours per semester.
- 2 Trained teachers, coming under FEFL, engage the session for both UG/PG courses.
- Course Content will be supplied for a minimum cost.

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15EXNP0101: EXTENSION /FIELD WORK/INDUSTRIAL VISIT

(Course Code: 15EXNP0101 Credit: - No of Hours: 2 CFA:50; ESE:-)

Semester -II

MARKETING MANAGEMENT

(Course Code: 15MBAP0208)

Credit: 3

**No of Hours: 3
(CFA: 40, ESE: 60)**

Objectives

To study the principles of marketing and understand the market realities.

Specific Objective Learning

1. The students would have acquired in-depth knowledge in different aspects of marketing and their application in business.
2. They would gained knowledge on consumer behavior and their preferences.

Unit I: Introduction to Marketing (10 hrs)

Meaning – Definition - Importance – Functions – Nature and scope of marketing – Marketing Management Process, Marketing Environment – Market Segmentation – Criteria for market segmentation – Elements of market segmentation – marketing planning-marketing Mix.

Unit II: Buyer Behaviour and Motivation (10 hrs)

Buyer Characteristics - determinants of buyer behavior – buying motives - Maslow's Hierarchy of needs – Festinger's Theory of Cognitive Dissonance – Stages of and participants in buying process.

Unit III: Marketing Mix – Product and Price (8 hrs)

Classification of goods – Product mix – Product Life Cycle – Product development – Product mix strategies. Pricing Decisions – Objectives – Factors affecting pricing decisions – Kinds of Pricing – pricing strategies.

Unit IV: Promotion and Distribution Mix (10 hrs)

Promotion mix: Components – Advertising; Personal selling; sales promotion and publicity – Importance of Channels of distribution - Selection of appropriate channel – Distribution – effectiveness.

Unit V: Marketing Systems and Structures in India (10 hrs)

Organised and unorganized marketing systems-marketing structures and functionaries-globalisation - its effect on marketing system-Rural marketing and its potentials – marketing research: methods and tools and technologies.

References

1. Philip Kotler (1997), **Principles of Marketing Management**, Printice Hill India, New Delhi.
2. Philip Kotler (2000), **Marketing Management: Analysis, Planning and Contraol**, Printice Hill India, New Delhi.
3. Varshney & Gupta (2008), **Marketing Management**, S.Chand & Co, New Delhi
4. Nair Rajan (2002), **Marketing**; S.Chand & Co, New Delhi.

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HUMAN RESOURCE MANAGEMENT
(Course Code: 15MBAP0209)

Credit: 3

No of Hours: 3
(CFA:40; ESE:60)

Objective

To know basic concepts in HRM and apply the same in managing men.

Specific Objective Learning

1. The students would have gained knowledge on the concepts and functions of human resource management.
2. They would have developed skills and traits to be a HR manager.

Unit I: Human Resource Management (8 hrs)

Meaning - nature and scope - functions and role of HR manager - Objective and policies - System approach to HRM – Organizing HRM Department - Human Resource Planning - concept and techniques.

Unit II: Recruitment and Development Functions (10 hrs)

Job Analysis - Job Description and Specification - Process of recruitment – selection - placement and induction - Training and development - Job changes - Career Planning – promotion – demotion - transfer – separations.

Unit III: Compensation Function (10 hrs)

Job evaluation - Primary compensation - Incentive compensation – types – advantages - Wages and incentives - regulation of payment of wages.

Unit IV: Maintenance and Integration functions (10 hrs)

Administration of welfare - Amenities and fringe benefits - reward system - Safety and accident prevention - Quality circles - Employees grievances and redressal system - Quality of work life - role of trade unions.

Unit V: Audit and Control Function (10 hrs)

Performance appraisal- objectives and methods - performance appraisal of managers - Control process - types of control devices - personal records - personal audit - Human resource audit - controlling manpower costs - Human resource information systems.

References

1. Gupta, C.B (2014), **Human Resource Management**, Sultan Chand & Sons, New Delhi.
2. Aswathappa, K (2012), **Human Resource Management**, Tata McGraw Hill Education Private Limited, New Delhi.
3. Rao, V.S.P (2008), **Human Resource Management**, Excel Books, New Delhi.
4. Sanghi Seema (2014), **Human Resource Management**, Vikas Publishing House Pvt. Ltd, New Delhi.
5. Pande, Sharon and Swapnalekha (2012), **Human Resource Management**, Pearson, New Delhi.
6. Mondy Wayne R, Robert M.Noel (2007), **Human Resource Management**, Pearson Education, New Delhi.
7. Dessler (2014), **Human Resource Management**, Pearson Education, New Delhi.
8. Armstrong Micheal (2006), **A Handbook of Human Resource Management Practices**, Kogen Business Books.

FINANCIAL MANAGEMENT
(Course Code: 15MBAP0210)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objective

To impart the concepts in financial management to the students.

Specific Objective Learning

The students would have gained knowledge in

1. Defining the financial management and describe the goals and functions of financial management.
2. Calculating the time value of money using compounding and discounting technique.
3. Explaining the concept of the value, the return and the risk.
4. Stating the capital budgeting decision.
5. Evaluating the capital expenditure proposal using discounting and non-discounting techniques of appraisal.
6. Calculating specific cost of various sources of funds and overall cost of capital.
7. Describing the various theories on the relationship between capital structure and cost of capital.
8. Explaining the concept, need and determinants of working capital.
9. Elucidating the various issues related to management of cash, receivables and inventory.
10. Describing the forms of working capital financing; and
11. Stating the concept and models of dividend policy decision.

Unit I: Financial Management

(8 hrs)

Concept – Goals – Functions – Concepts of value and return - Time value of money – Compounding and Discounting – Risk and return trade off.

Unit II: Investment Decision

(12 hrs)

Concept – Nature of Capital Budgeting - Evaluation Techniques – Pay back - Accounting Rate of Return - Net Present Value, Internal Rate of Return, Profitability Index. Comparison of DCF techniques – Capital rationing – Concept and Measurement of Cost of Capital – Specific and Overall cost of capital.

Unit III: Financial Decisions

(10 hrs)

Types and sources of long term capital, Capital Structure – Meaning. Financial leverage and operating leverage – Capital Structure theories: Net income approach - Net operating income approach - Traditional approach - MM Hypothesis – Determinants of capital structure.

Unit IV: Working Capital Management

(10 hrs)

Working Capital – Concept – need - determinants – estimation of working capital – Components of working capital: Cash - Inventory and Receivables - Working capital financing - Trade Credit - Bank finance and Commercial papers.

Unit V: Dividend Decisions

(8 hrs)

Issues in dividend policy - Walter's model - Gordon's model - M.M. Hypotheses – Objectives of dividend policy – Practical considerations – Forms of dividend.

References

1. James C.Van Horne (1985), **Financial Management and Policy**, Prentice Hall of India, New Delhi.
2. Johnson.R.W (1986), **Financial Management**, Prentice Hall of India, New Delhi.
3. Brigham.E.F (1986), **Financial Management – Theory and Practice**, Dryden Press, Illinois.
4. Pandey.I.M (2006), **Financial Management**, Vikas Publishing House, New Delhi.
5. Khan and Jain (2005), **Financial Management**, Tata McGraw Hill, Bombay.
6. Peterson (2001), **Financial Management and Analysis**, McGraw Hill Publications, New York.
7. Chandra Prasanna (1998), **Financial Management: Theory and Practice**, Tata McGraw Hill, Publications, New Delhi.
8. V.K.Bhalla (2006), **Financial Management and Policy: Text and Cases**, Anmol Publications, New Delhi.
9. Maheswari S.N (2004), **Financial Management: Principles and Practice**, Sultan Chand & Sons, New Delhi.

Semester – II

Functional Specialization:

1. Marketing Management (Choose any one of the three functional Specialisations)

CONSUMER BEHAVIOUR

(Course Code: 15MBAP02S1)

Credit: 3

No of Hours: 3
(CFA:40; ESE:60)

Objective

To make the students understand the consumers' pre - and - post migration behavior.

Specific Objective Learning

1. The students would be able to gauge the consumer behavior to a given stimuli
2. The would be able to devise strategies for enhancing consumers satisfaction.

Unit I: Introduction to Consumer Behavior (9 hours)

Meaning - difference between consumer and customer - consumer behavior roles – kinds of consumers – Consumer Behavior: Concept - Marketing concept and consumer behavior – Importance - Applications.

Unit II: Consumer Needs and Motivation (10 hours)

Concept of motivation – needs - goals and motives – Maslow's Hierarchy of needs – Consumer Personality: Nature, trait theory – Elements of Consumer Perception - Elements of Consumer learning – Consumer Attitude Models.

Unit III: Consumer Decision Making (10 hours)

Meaning – Types of purchase decision – Four views of consumer decision making – Factors of consumer decision – Model of consumer decision making

Unit IV: Post Purchase Behavior (10 hours)

Manner and Methods of Purchases - Possible result of purchase – Satisfaction factors, methods of measurement – Dissatisfaction: sources – levels - responses – Disposition ways – Measures to enhance satisfaction

Unit V: Organizational Buying Behavior (9 hours)

Characteristics - factors – types of purchases – Organizational buying behavior Vs Consumer buying behavior - organizational buying decision process – Performance Evaluation – organizational buying decision models

References

1. Assael, H (1995,) **Consumer Behaviour and Marketing Action**, South Western, Ohio.
2. John A. Howard (1989), **Consumer Behaviour in Marketing Strategy**, Prentice Hall Inc., New Jersey.
3. Hawkins, D. I (1995), **Consumer Behaviour: Implication for Marketing Strategy**, Business, Texas.
4. Mowen, John C (1993), **Consumer Behaviour**, MacMillan, New York.
5. Schiffman, L. G and Kanuk, L L and Kumar, R.S (2010), **Consumer Behaviour**, Pearson, New Delhi
6. Solomon, R.M (2010), **Consumer Behaviour – Buying, Having and Being**, Printice Hill India, New Delhi.
7. Nair, R.S (2009), **Consumer Behaviour and Marketing Research**, Himalaya Publishing House, Delhi.
8. Sontakki, C. N (2006), **Consumer Behaviour**, Himalaya Publishing House, New Delhi.
9. Jain, P.C and Bhatt, M (2010), **Consumer Behaviour in Indian Context**, S.Chand & Co., New Delhi.

SERVICE MARKETING
(Course Code: 15MBAP02S2)

Credit: 3

No of Hours: 3
(CFA: 40, ESE:60)

Objective

To understand the marketing concept, strategies and practices in services.

Specific Objective Learning

1. The students would have acquired knowledge in principles and concepts of service as applied marketing in day to day business in service sector.
2. They would have gained confidence in doing services marketing.

Unit I: Services Marketing **(12 hrs)**

Meaning and Concept – Characteristics of Services- Goods versus Services – LPG Syndrome. – Services Marketing – Growth of Services Sector with reference to India – Effect of Globalisation.

Unit II: Services Strategy **(8 hrs)**

Strategic planning process – market oriented service strategy – the service triangle - Services marketing mix – Strategy Control.

Unit III: Managing Physical Evidence **(10 hrs)**

Physical evidence – Service Scope – Role of evidence in services marketing – guidelines for physical evidence strategies.

Unit IV: Customer Relationship Management **(6 hrs)**

Meaning - traditional marketing vs relationship marketing – management of relationship – CRM in Marketing – Successful approaches to CRM.

Unit V: Services Marketing in India **(12 hrs)**

SWOT: a case of SBI Vs State Co-operative Bank – Marketing of Educational Services; a case of Gandhigram Rural University Vs Amirtha Institutes of Education, Tamil Nadu.

References

1. K.Rama Mohan Rao (2005), Services Marketing, Pearson Education Rt Lts, Delhi.
2. Dr. B. Balaji (2008), Services Marketing and Management. Chand & Co., New Delhi.
3. Harsh V. Verma (2008), Services Marketing Text & Cases, Pearson Education in South Asia , New Delhi.
4. Christopher Love lock, J Jochen Wrtz Jayanta Chattajee (2010), Services Marketing, People and Technology, (6th Edition), Pearson Education, New Delhi.
5. Keka Lahivi (2007), Services Marketing Issues and Cases, The ICFAI University Press, India.

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INTERNATIONAL MARKETING
(Course Code: 15MBAP02S3)

Credit: 3

No of Hours: 3
(CFA:40; ESE:60)

Objective

To make the students to understand the environment, procedural, institutional and decisional aspects of international marketing.

Specific Objective Learning

1. The students would be able to understand the functioning of international marketing and institutions.
2. They would have gained adequate knowledge in export procedures.

Unit I: International Marketing **(12 hrs)**

Definition - Concept – distinction between international trade, marketing and business – International marketing environment – International economic institutions: World Bank – IMF - UNCTAD and WTO.

Unit II: Constraints on International Marketing **(8 hrs)**

Fiscal and Non – Fiscal barriers, Non – tariff barriers – bilateral trade agreements.

Unit III: India and World Trade **(10 hrs)**

Import and Export policy under WTO agreement – Institutional infrastructure for export promotion council - public sector trading agencies and ECGC.

Unit IV: Export Document and Procedures **(10 hrs)**

Registration of exporters - export quotation - production and clearance of goods for export.

Unit V: International Marketing Mix **(8 hrs)**

Identification of markets – marketing strategies on product, price, distribution and promotion.

References

1. Bhattacharya, B (1991), **Export Marketing: Strategies for Success**, Global Business Pres, New Delhi.
2. Johri, Lalit M (1980), **International Marketing: Strategies for Success**, Faculty of Management Studies, University of Delhi.
3. Keegan, Warren (1995) **Global Marketing Management**. Englewood Cliffs, New Jersey, Prentice Hall Inc., New York.
4. Onkvisit, Sak and Shaw, J J (1995), **International Marketing: Analysis and Strategy**, , Prentice Hall of India, New Delhi.
5. Pripalomi, V.H **International Marketing**, Prentice Hall India, New Delhi.
6. Terpastra, Vern and Sarthy, R (1991), **International Marketing**, Orlando, Dryden Press.
7. Walter, I and Murney, T (1988), **Handbook of International Business**, John Wiley, New York.

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MANAGEMENT OF RETAIL BUSINESS

(Course Code: 15MBAP02S4)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objective

To understand the concept and techniques of retail management

Specific Objective Learning

1. The students would have experienced the realities of retail business in their day to day business transaction.
2. They would have gained confidence in facing challenges in retail business.

Unit I: Retailing System

(8 hrs)

Meaning – Definition - Features – Significance - Structure – marketing concepts in retailing.

Unit II: Retail Store Location

(10 hrs)

Traffic flow and analysis – place of purchase – exteriors and layout – customer traffic flow and pattern – Creative display.

Unit III: Retailing Mix

(10 hrs)

Planning of merchandise – retail pricing – retail promotions – Supply chain management.

Unit IV: Direct Marketing

(10 hrs)

Inclusive and Exclusive shops for retail outlets – Chain Stores – Discount Stores – Retailing through the internet – role of IT.

Unit V: Salesmanship

(10 hrs)

Meaning - Definition – features of Good Salesmanship – Sales force management – Sales quota and target – Salesman productivity and Compensation.

References:

1. Berman Berry, Joel R. Evans and Mini Mathur, Retail Management: A Strategic Approach, Pearson/ Prentice Hall, New Delhi, 2011.
2. Pradhan Swapna, Retail Management, Tata McGraw Hill Publishing Company Limited, New Delhi, 2008
3. Bajaj Chetan, Rajnish Tuli and Nidhi Varma Srivastava, Retail Management, Oxford University Press, New Delhi, 2012.
4. Newman Andrew J., and Peter Cullen, Retailing: Environment & Operations, Cengage Learning, New Delhi, 2011.
5. Cox Roger and Paul Brittain, Retailing: An Introduction, Pearson education, New Delhi, 2008.
6. Gilbert David, Retail Marketing Management, Pearson, New Delhi, 2013.

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Semester – II Functional Specialization 2.Human Resource Management (Choose Any Two)
LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

(Course Code: 15MBAP2S06)

No of Hours: 3
(CFA:40, ESE:60)

Credit: 3

Objectives

To provide an understanding about the legal framework and its applications for various issues related to industrial relations and labour issues.

Specific Objective Learning

1. The students would have become conversant with various acts and laws governing human relations.
2. The students would have understood the legal formalities in dealing with labour problems towards maintaining good industrial relations.

Unit I: Introduction to Labour Laws **(8 hrs)**

History and Evaluation of Labour law in India – Origin and concept – objectives - classifications-Constitutional Provisions to labour law - labour policy - legal framework for workers.

Unit II: Industrial Relations Laws **(10 hrs)**

Industrial relations - Trade Unions Act 1926 - Industrial Employment Act 1946 - Industrial dispute Act 1947 – Employees dismissal and discharges-Misconduct-disciplinary proceedings-charge sheet – suspension –domestic enquiry-penalties.

Unit III: Laws on Working Conditions **(10 hrs)**

Factories Act 1948 - Shop and Establishment Act 1947 and Contract Labour (Regulation and Abolition Act 1970) - Mines Act 1952 - Child Labour (Regulation and Abolition Act 1986).

Unit IV: Laws Relating to Wages **(10 hrs)**

Payment of Wages Act 1936 - Minimum wages Act 1948 - Bonus Act 1965 - Equal Remuneration Act 1976 - ILO-objectives - structure and functions.

Unit V: Labour Welfare and Social Security Laws **(10 hrs)**

Workmen Compensation Act 1923 - Payment of Gratuity Act 1972 - ESI Act 1948 - Maternity Benefit Act 1961 - Provident Fund and Miscellaneous Provisions Act 1952.

References

1. Pillai, R.S.N and Bhagavathi (2013), **Legal Aspect of Business**, S. Chand & Company New Delhi.
2. Saravanavel. P. and Sumathi (2009), **Legal System in Business**, Himalaya Publishing House, New Delhi.
3. Kumar. H.L (2012), **Laws Relating to Dismissal Discharge and Detrenchment**, Universal Law Publishing House, New Delhi.
4. Sumeet Malik, P.L Malik's (2015), **Industrial Law**, Eastern Book Company, New Delhi.
5. Sivaratinamohan, R (2010), **Industrial Relations and Labour Welfare: Text and Causes**, Printice Hall India Ltd., New Delhi.
6. Universal Legal Manual (2014), **Labour and Industrial Manual**, Universal Law Publishing House, New Delhi.
7. Kumar H.L (2015), **Labour Laws Everybody Should Know** (10th Edition), Universal law publishing house, New Delhi,.
8. Kumar H.L (2013) **Disciplinary Proceedings in Industries** (8th Edition), Universal law Publishing House, New Delhi.

MANAGEMENT TRAINING AND DEVELOPMENT

(Course code: 15MBAP02S7)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objectives

- To enable the students to understand the role of training in human resource development in the organizations.
- To facilitate the students to understand the process involved in the training and development.

Specific Objective Learning

1. The students would have gained exposure in different approaches of management training and development.
2. Students will be able to identify the differences between training and human resource development.

Unit I: Training

(6 hrs)

Definition - Need and Importance of Training - Differences between Training and Development - Role and Challenges before Training Managers - Training as Consultancy.

Unit II: Management Development

(10 hrs)

Development of Human Resources – Objectives of Management Development - Stages in Management Development Programme - Components of Management Development Programme.

Unit III: Training Needs Assessment (TNA)

(10 hrs)

Meaning and Importance – Approaches to TNA – Levels of TNA – Determination of Training Needs - Conducting TNA – Techniques of TNA – Advantages and Disadvantages of TNA.

Unit IV: Organization and Management of Training Function

(10 hrs)

Designing a Training Programme – Making or Buying Decision – Training Budget - Facilities Planning - Training Aids– Developing Training Modules - Training Methods - Trainer competencies – Training the Trainer.

Unit V: Training Evaluation

(12 hrs)

Meaning – Purpose and uses of Evaluation – Principles of Training Evaluation – Essentials to judge the effectiveness of a Training Programme - Models of Evaluation - Donald Kirkpatrick's Evaluation Model - Cost Benefit Analysis.

References

- 1) Madhurima Lall and Sheetal Sharma (2009), *Personal Growth and Training & Development*, Excel Books, New Delhi.
- 2) Nick P. Blanchard and James Thacker (2013), *Effective Training*, Prentice Hall, New Delhi.
- 3) Pandu Naik G (2007), *Training and Development: Text, Research and Cases*, Excel Books, New Delhi.
- 4) Raymond A Noe (2010), *Employee Training and Development*, McGraw-Hill, New Delhi
- 5) Rishipal (2011), *Training and Development Methods*, S Chand & Co Ltd, New Delhi

HUMAN RESOURCE PLANNING AND DEVELOPMENT

(Course Code: 15MBAP02S8)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objectives

- To teach macro and micro level human resource planning
- To study the quantitative and qualitative tools by applying human resource planning.

Specific Objective Learning

1. The students would have acquired knowledge in human resource planning.
2. They would be able to devise human resource strategies.

Unit I: Introduction to HRPD (10 hrs)

Role and significance of HRD – activities required for HRP – Job analysis – Job description – Job specification – Macro and micro HRP.

Unit II: Human Resource Planning (8 hrs)

HRP process – macro and micro level planning –Quantitative and qualitative tools for HRP – wastage analysis.

Unit III: Action planning (10 hrs)

Matching requirement and availability – Retention – Resourcing - Downsizing – Managing redundancy and alternatives to redundancy - recruitment planning.

Unit IV: Evaluation or Assessment Approach (10 hrs)

Behavioural factors in HRP – Performance planning – Potential appraisal – Succession planning – Career planning and career development.

Unit V: Approaches to HRD (10 hrs)

HRD climate and culture – Quality of work life – Human resource Information System – Human resource accounting.

References

1. Arthur, M (1991), **Career Theory Handbook** Englewood Cliff, Prentice Hall inc.
2. Belkaoui, A.R. and Belkaoui, J.M (1995), **Human Resource Valuation; A Guide to Strategies and Techniques**, Quorum Books, Greenwood.
3. Dale, B (1992), **Total Quality and Human Resources: An Executive Guide**, Blackwell, Oxford.
4. Greenhaus, J.H (1987), **Career Management**, Dryden, New York.
5. Kavanagh, M.J (1993), **Human Resource Information System: Development and Applications**, Boston, PWS - Kent.
6. Mabey, C and Salama, G (1995), **Strategic Human Resource Management**, Oxford, Blackwell.
7. Thomson, R and Mabey, C (1994), **Developing Human Resources**, Oxford, Butterworth, Heinemann.

MANAGEMENT OF INDUSTRIAL RELATIONS

(Course Code: 15MBAP02S5)

Credit: 3

No of Hours: 3
(CFA:40; ESE:60)

Objectives

To understand the conceptual and practical aspects of industrial relations.

Specific Objective Learning

1. The students would have gained knowledge in the areas of industrial relation and its importance in organizational efficiency.
2. They would have required knowledge on various strategies in industrial relations.

Unit I: Industrial Relations (6 hrs)

Meaning – Scope – Objectives - Parties to industrial relations - Approaches to the study of IR – Psychological - Human Relation - Gandhian approach.

Unit II: Trade Union (10 hrs)

Meaning – Characteristics – Objectives – Functions – Advantages – Disadvantages – Types - Growth of Trade Unions Movement in India - Problems of Indian Trade Unions.

Unit III: Workers' Participation in Management (12 hrs)

Meaning – Scope – Objectives - levels of participation - Forms of Workers' participation in management in India - Works committee - Joint Management Council - scheme of workers' participation on Board of Directors - Shop councils and Plant council - Worker's participation in share capital.

Unit IV: Collective Bargaining (10 hrs)

Meaning – Scope – forms – importance - Pre-requisites for the success of collective bargaining - Collective bargaining in India.

Unit V: Industrial Disputes and its Prevention and Settlement (10 hrs)

Industrial dispute - Meaning prevention and settlement of industrial disputes - Grievance Handling - disciplinary action.

References

8. Venkataratnam, C.S, **Industrial Relations: Text and Cases**, Oxford University Press, Delhi.
9. Tripathi P.C., **Personnel Management and Industrial Relations**, S. Chand & Co., New Delhi.
10. P. Subba Rao P, **Human Resources Management & I R**, S.Chand & Co, New Delhi
11. Dwividi, R.S., **Managing Human Resources: Industrial Relations in Indian Enterprises**, Galgotia Publishing Company, New Delhi.
12. Edwards, P. **Industrial Relations: Theory and Practice in Britain**, U.K. Blackwell Publishing, U.K.
13. Mamoria C.B & S. Mamoria, **Dynamics of Industrial Relations in India**, Himalaya Publishing House, Mumbai.

MANAGEMENT OF FINANCIAL SERVICES

(Course Code: 15MBAP02S9)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objective

To know the fundamentals of financial services and their management process

Specific Objective Learning

The students would have gained in

1. tracing the evolution of financial services.
2. describing the nature and scope of financial services.
3. classifying the activities related to the services of financial companies .
4. identifying the risk involved in financial services.
5. describing the functions of stock exchange.
6. explaining the nature and purpose of mutual funds.
7. describing the process involved in issue management of security.
8. knowing the process and procedures related to leasing to leading hire purchasing and housing finance.
9. know the techniques of credit rating.
10. knowing the basics of venture capital.
11. understanding the process of cash Management through factoring, forfeiting and bill discounting.
12. understanding the fundamental of high-tech banking services.

Unit I: An Overview of Financial Services

(10 hrs)

Evolution of FS-nature and scope of FS - Classification of activities of financial companies: fee based and fund based Regulatory framework-risks involved in FS.

Unit II: Stock Exchange Operations

(10 hrs)

Definition and functions of stock exchange- National Stock Exchange (NSE) - nature and purpose-mutual funds-merchant banking - issue management.

Unit III: Fund based Activities

(8 hrs)

Leasing and hire purchasing –debt securitization - housing finance-credit rating.

Unit IV: Other Fund Based Activities

(8 hrs)

Venture capital –factoring and forfeiting-bill discounting – credit cards.

Unit V: Hi-tech Banking Services

(12 hrs)

Payment system in India-Paper based and e-payments – electronic banking-plastic money-e-money – security threats and RBI initiatives.

References

1. Bhalla, V.K. (2001), **Management of Financial Services**, Anmol, New Delhi.
2. Bhalla, V and Dilbag, Singh (1997), **International Financial Centres**, New Delhi, Anmol.
3. Ennew. C. Trevor Walkings & Mike Wright (1990), **Marketing of Financial Services**, Heinemann Professional Publication.
4. Gordan, E and K. Natrajan (1997), **Emerging Scenario of Financial Services**, Himalaya Publishing House, New Delhi.
5. Meidan, Arthur Brennet. M (1983), **Option Pricing; Theory & Applications**, Lexintobn Books, Toronto.
6. Kim, Suk and Kim, Seung (1993), **Global Corporate Finance: Text and Cases** (2nd ed.), Maiami Florida, Kolb.

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MANAGEMENT OF FINANCIAL INSTITUTIONS
(Course code: 15MBAP02SA)

Credit: 3

No of Hours: 3
(CFA:40; ESE:60)

Objective

To study the nature and functions of different financial institutions.

Specific Objective Learning

The students would have acquired skills in

1. Explaining the financial system, nature, scope and structure of financial system.
2. Describing the financial market and financial instruments.
3. Discussing the role of financial system in economic development.
4. Stating the function and role of RBI in financial system.
5. Describing the monetary policy of RBI and techniques adopted by RBI to exercise monetary control.
6. Describing the objectives and functions of securities and Stock Exchange Board of India.
7. Explaining the structure and operations of banking system in India.
8. Knowing the functions of non-banking companies and their role on the financial system
9. Defining risk and risk management.
10. Analysing how various kind of risks affect the financial system.

Unit I: Financial System

(8 hrs)

Structure of financial system - nature and scope of financial system - financial markets - financial instruments - Equilibrium in financial markets - financial system and economic development.

Unit II: Regulatory and Promotional Institutions

(12 hrs)

Reserve Bank of India- functions and role of RBI - in regulations Monetary Policy of the RBI- techniques of monetary control – Securities and Exchange Board of India-objectives and functions.

Unit III: Banking Institutions

(12 hrs)

Structure of Banking system in India - Commercial banks - theoretical basis of banking operations – Assets - Liabilities and Credit of banks – Co-operative banks - RRBS - structure and features.

Unit IV: Non -Banking Financial Companies

(10 hrs)

Insurance companies – UTI - Mutual funds - development banks - IFCI, ICICI, IDBI.

Unit V: Risk and Risk Management

(6 hrs)

Risk and inflation – interest rate risk - market risk - foreign exchange risk - sovereign risk - off balance sheet risk - liquidity risk.

References

1. Bhalla, V.K (1998), **Indian Financial System**, Anmol Pub. Pvt. Ltd, Delhi.
2. Dougall, Herbert E and Gaumnitz (1980), **Capital Markets and Institutions**, Englewood Cliffs, Prentice Hall inc., New Jersey.
3. Hempel, George H and Yawitz, Jess B (1977),**Financial Management of Financial Institutions**, Englewood Cliffs,
4. Prentice Hall Inc., New Jersey.
5. Kane, Joseph A. (1984), **Development Banking**, Lexington Books, Toronto.
6. Rose, Peter S and Fraser, Donald R. (1985), **Financial Institutions**, Ontario, Irwin Dorsey.
7. Vij. Madhu (1991), **Management of Financial Institutions in India**, Anmol, New Delhi.
8. Yeager, Fred C and Seitz, Nil E (1989), **Financial Institution Management: Text and Cases** (3rd ed.), Englewood Cliffs, Prentice Hall Inc., New Jersey.

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SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(Course code: 15MBAP02SB)

No of Hours: 3
CFA:40; ESE:60

Credit: 3

Objective

To study the fundamentals of security analysis and its need in portfolio management.

Specific Objective Learning

The student would have understood

1. investment characteristics and avenues of investment.
2. concepts, tools and techniques in the field of security analysis & portfolio management.
3. gained exposure on functioning and valuation of capital market & securities.
4. gained knowledge on theory and practice of fundamental & technical analysis security analysis; and ability to build optimal portfolio with latest concepts and trends in the securities market.

Unit I: Nature and Scope of Investment (10 hrs)

Investment - meaning characteristics - objectives Investment Vs speculation and gambling –Investment avenues – shares – debentures – deposits - bonds & insurance schemes - regulatory mechanism - SEBI and its guidelines - Investor protection.

Unit II: Fundamental and Technical Analysis (10 hrs)

Economic analysis - Key macro economic factors - Industry analysis - Industry life cycle analysis - industry factors - company analysis - company related factors - Technical analysis - DOW theory - Types of charts & its interpretations.

Unit III: Security Valuation (10 hrs)

Valuation of Equity - nature of equity instruments - equity valuation model - approaches to equity valuation model - Valuation of debentures/bonds - nature of bonds – valuation - bond theorem valuation of derivatives (options & futures) - concept of trading - valuation.

Unit IV: Portfolio Analysis and Selection (10 hrs)

Portfolio analysis: Concept - portfolio risk and returns portfolio construction - Selection of portfolio - Markowitz's theory - single index model - CAPM (cash asset pricing model) - Arbitrage pricing model.

Unit V: Portfolio Management and Performance Evaluation (8 hrs)

Performance evaluation of existing portfolio-portfolio evaluation - Sharpe Index - Treynor Index - Jensen's model - finding alternatives and revision of portfolio.

References

1. Ranganatham (2008), **Security Analysis and Portfolio Management** (2nd ed.), Perarson Education.
2. Chandra P (2008), **Investment Analysis and Portfolio Management**, Tata Mc Graw Hill, New delhi.
3. Bhatt (2012), **Security Analysis and Portfolio Management**
4. Donald E. Fischer and Ronald J/ Jordan, (2000), **Security Analysis and portfolio Management** (6th Ed.), Prentice Hall of India, New Delhi.
5. Prasanna Chandra, **Security Analysis and Portfolio Management 2th Ed.**, Tata Mc Gra Hill, New Delhi.
6. Keven S (2009), **Security Analysis and Portfolio Management**, Printice Hill India, New Delhi.

15MBAP2S12: COST ACCOUNTING AND AUDITING
(Course Code:15MBAP02SC)

Credit: 3

No of Hours: 3
(CFA:40, ESE:60)

Objective

To study the basics of cost accounting and apply the same in day to day business operations.

Specific Objective Learning

1. students would have understood the basic cost concepts and their application in the business concerns;
2. gained better understanding on the methods and techniques of cost control and cost reduction;
3. developed deeper skills in understanding on the various methods of Techniques costing in prevalence; and
4. understood the concept of cost audit and its applications in the business concerns.

Unit I: Cost Accounting

(10 hrs)

Meaning – Scope – Objective - Relationship of Cost Accounting and Management Accounting - Costing as an aid to management - Limitation and Objections against Cost Accounting - Methods of costing - Elements of cost - Preparation of cost sheet - Cost Concepts and Classification.

Unit II: Cost Control

(12 hrs)

Material cost: Meaning – Need - Purchase Control - Centralized and Decentralized Purchasing Procedure - Store keeping and Stock Control: Types of stores-requisitioning for stores- Methods of Valuing Material Issue (Problem). Labour Cost: Types of Labour - Labour Turnover - Idle Time, Control Over Idle Time - Systems of Wage Payment (Problem) - Overheads - Classification of Overheads - Allocation and Absorption of Overheads.

Unit III: Process Costing

(10 hrs)

Features of process costing - Job Costing and Process Costing - Principles of Process Costing - Process Losses - Normal Process Losses - Abnormal Process losses - Abnormal Gain - (Problem) Contract Costing - Features of Contract Accounts - Job and Contract Costing - Types of Contracts.

Unit IV: Costing Techniques

(8 hrs)

Historical costing -Marginal Costing and Cost Volume Profit Analysis - Budgetary Control, Standard costing and Variance analysis.

Unit V: Cost Auditing

(8 hrs)

Meaning – concept – relevance - importance of cost audit - provisions regarding cost audit reporting of cost audit and cost audit programmes.

References

1. R.S.N. Pillai & V. Bagavathi (2006), **Cost Accounting**, S. Chand & Company Ltd., New Delhi.
2. B.S. Raman (2010), **Management Accounting**, United Publishers, Mangalore.
3. Jain & Narang, **Cost Accounting**, S.Chand & Co, New Delhi.
4. Kamal Gupta, **Contemporary Auditing** (2nd edition), Tata Mc Graw-Hill Publishing Company Ltd., New Delhi.

Semester – II

Management of NGOs
(Course Code: 15RPMP03E1)

Credit: 3

Marks: 100

Objectives:

(ESE 60, CFA: 40)

1. To learn about the evolution, growth and development of Non-government Organizations.
 2. To understand and analyze their structure and functions
 3. To analyze the participation of community.
- I. Non Governmental or Non Government Organization (NGO) – Definitions and Characteristics. NGOs as alternative catalysts of development. Nature and significance of NGO management. Organizational structure relevant for NGOs.
- II: Voluntary action – Concept, Nature and Scope of voluntary action. Theory of Voluntarisms. Evolution and growth of NGOs. SWOT analysis of NGO sector in India.
- III: Self study. Classifications and field activities of NGOs. Framework and types of NGOs. Strategies of development oriented NGOs. Concept of development as perceived and practiced by NGOs. National / International agencies supporting NGOs.
- IV: Formation of Society and Trust - Requirement for registration and management. Rules and regulations governing a trust and society. Maintenance of accounts and audit by NGOs. Legal and Policies environment in the NGO sector.
- V: Managing NGOs- Application of management principles in the NGO sector. Project formulation and proposal by NGOs. Developing and organizing resources for projects-funding of NGO operations . Monitoring and evaluation of projects. NGO-State links in India. National Policy on Voluntary Sector Five Year Plans. Changing scenario in NGO sector.

References:

1. Joel S.G.R. Bhowmik (2003): NGOs and Rural Development – Theory and Practice, Concept Publishing Company, New Delhi.
2. Lawani.B.T. (1999):Non-Government Organizations in Development (Case study of Solapur District), Rawat Publications, New Delhi.
3. Ravi Shankar Kumar Singh (2003):Role of NGOs in Developing Countries (Potentials, Constraints and Policies), Deep & Deep Publications (P) Ltd., New Delhi.
4. Handbook for NGOs (2003): Nabhi Publications, New Delhi.
5. John M.Riley (2002): Stakeholders in Rural Development – Critical Collaboration in State – NGO Partnerships, Sage Publications, New Delhi.
6. Jan Nederveen Pieterse (2001): Development Theory : Deconstructions/Reconstructions, Vistaar Publications, New Delhi.
7. Deepa Narayan, et.al (2000): Voices of the Poor-Can Anyone Hear Us? : Oxford University Press for the World Bank, Washington, D.C.

Journal:

- International Journal of Rural Management (<http://irm.sagepub.com/>)
- Local Government Quarterly (<http://www.aiiisg.org/local-government-quarterly/>)
- The Grassroots Governance Journal

EXTENSION METHODS AND STRATEGIES
(Core course for MBA (RPM) Programme)
(Course Code: 15RPMP03E2)

Credit: 3

Marks: 100
(ESE 60, CFA: 40)

Objectives: On completion of the course the student will be able to:

- understand the various extension methods and strategies
- learn the skills required for preparation presentation and evaluation of various extension methods
- gain the logical selection and application of extension tools, techniques and methods and
- gain knowledge on various extension approaches and strategies

Unit I: Classification of extension methods

- Meaning, functions and objectives of extension methods, techniques, approaches and strategies
- Classification based on size of audience, nature or form, main focus, objectives of extension and various phases of extension programmes
- Audio Visual Aids - principles, preparation and presentation

Unit II: Selection and preparation of Extension methods/Aids

- Profiles of extension methods - Objectives, preparation, presentation, evaluation, merits and demerits
- Effectiveness of various extension methods
- Criteria for selection and combination of various extension methods
- Qualities of a good extension method
- Extension support materials and equipments
- Guidelines for preparing extension support materials

UNIT III: Guidelines for presentation and evaluation of methods

- Principles for employing Individual contact methods (ICM), Group Contact Methods (GCM), Mass Contact Methods (MCM).
- Components and criteria for using verbal and non-verbal methods
- Principles for effective presentation
- Methods and techniques of presentation
- Evaluating the impact of extension methods employed
- Principles of feedback, reporting and documentation
- Problems and constraints in using various extension methods

UNIT IV: Extension strategies and Approaches

- Extension strategies - Laboratory, Academic, Action, Knowledge, Skill and Attitude based.

- Extension Approaches - Learner oriented, extension personnel oriented, community centered, content based, process based, research oriented, time driven and integrated approaches

UNIT V: Extension Managerial Tools and Techniques

- Motivational and rapport building techniques
- Techniques for team building, enhancing participation, behavioural change
- Methods for activating quiet learner
- Techniques for tackling dysfunctionals, unfriendly situations, criticism and challenges
- Intellectual techniques for resolving problems
- Personal resources for situation management - use of self, use of interaction, use of relationship and use of programme.

Reference

1. Reddy, Adivi. A., (1995), **Extension Education**, Sree Lakshmi Press, Bapatala
2. Dahama. O.P., Bhatnagar O.P., (1995), **Education and Communication for Development**, Oxford & IBH Co, New Delhi
3. Easwaran A., (2007), ABC of Extension Education, GRI, Gandhigram
4. Supe. S.V., (1985), **An Introduction to Extension Education**, Oxford & IBH Publishing Co, New Delhi,
5. Willson M.C. and Gallup. G., (1955), **Extension Teaching methods**, US Department of Agriculture, Washington.
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Websites:

1. www.india.com/in author. "Advi + Reddy
2. <http://www.extension.missouri.edu/staff/programdev/plm>
3. http://www.krishiworld.com/htm/agri_extension_edu1.html
4. <http://www.uasd.edu/extension.htm>
5. <http://www.communicationskills.co.in/importance-of-communication-skills.htm>

Journals:

1. Journals: **Journals of Extension system**
2. **Indian Journal of Extension Education.**

Semester –II

Modular Course
PRODUCT PORTFOLIO ANALYSIS
(Course code: 15MBAP02M1)

Credit: 2

No of Hours: 2
(CFA:50; ESE:)

Objectives

To develop skill in analysis and understanding the business and market performance of products and designing product strategies in relation to marketing environment.

Specific Objective Learning

1. The students would acquire mastery in evaluating the product strategies employed by selected market organizations.
2. They would be able to develop product strategies.

Unit I: Product Management

(6 hours)

Product-product mix-product-mix strategies- product cost – profit – product Portfolio.

Unit II: Product Strategies

(6 hours)

For new product new product Vs existing product-strategies for new product in new market; strategies for new product in existing market; strategies for new product in competitive market.

Unit III: Product Strategies for Existing Product

(8 hours)

Product life cycle-strategies for existing product in existing market; strategies for existing product in new market strategies for existing product in competitive markets.

Unit IV: Product Portfolio Analysis

(8 hours)

Detailed analysis of the concepts of product management including product strategies with reference to Banking institutions, Educational services, investment and insurance companies.

Unit V: Product Branding

(8 hours)

Product Packaging-quality durables- Durables and non durables –steps in gaining market share thro' competitive approaches-cases.

References

1. Walker Boyd et.al (2008) Marketing Strategies, Tata MC Graw Hill. New Delhi.
2. Gary L Lilien et.al. (2008) Marketing Models, PHI, New Delhi.
3. Indian Institute of Bankind and Finance, Security markets and products, Tan prints pvt. Ltd., New Delhi.
4. Christopher Lovelock et.al (2010) Services marketing people Technology, Strategy, PHI, New Delhi
5. Philipkootler, (2010) Marketing Management – Planning, Analysis and costing, PHI, New Delhi.
6. Palmer (2010) Marketing Management, PHI, New Delhi.

Semester –II

WAGE ADMINISTRATION (Course code: 15MBAP02M2)

Credit: 2

No of Hours: 2
(CFA:50; ESE:-)

Objectives

- 1) To familiarize the students with the basic concepts, techniques, and tools of job evaluation, a major method of deciding monetary value of the relative worth of the jobs;
- 2) To promote understanding of the nature of industrial employees compensation package; principles regulating different components and their role in the compensation package; problem areas; and scope for rationalizing compensation policy;
- 3) To impart skills in formulating a compensation policy and planning a suitable package on principles of equity and efficiency.

Specific Objective Learning

Students would have understood the different wage policies and wage administration.

Unit I: Job Evaluation

Meaning - Methods of Job Evaluation - Ranking method - Classification method - Factor comparison method - Point rating methods - advantages and limitations of various methods - Hay guide chart.

Unit II: Wage Policy

Wage Determination - wage structure in the plant and job evaluation - Pay Grades - Economic Principles - Design of Performance Linked Reward System - External Equity - Wage Components: Dearness Allowance - Computation of CPI

Unit III: Incentive Schemes

Concept – Nature and scope of Incentive Schemes - kinds of wage incentives plans and their application, pay for performance, competency based pay – Individual and Group Incentive Plans – Incentive schemes for employees at various levels - Cases

Unit IV: Bonus and Fringe Benefits

Concept - Profit Bonus - Evolution of the Concept, Method of Determining Bonus - Fringe Benefits: Underlying Principles, Different Kinds of Fringe Benefits – computation of benefits

Unit V: Wage Administration

Pay Roll Management – Deductions – Duties and Responsibilities of wage administrator – Role of HRM – Measuring Cost – to – Company.

References

- 1) Alka Gupta (2000) Wage and Salary Administration in India, Anmol Publications, New Delhi.
- 2) Alka Gupta (2002), *Wage and Salary Administration in India*, Anmol Publications Pvt Ltd, New Delhi.
- 3) Bhatia S.K (2003), *New Compensation Management in Changing Environment – Managerial Remuneration and Wage & Salary Administration (A Professional Manual)*, Jain Book Agency, New Delhi.
- 4) Gupta, Radha (2007), *Wage and Salary Administration*, Anmol Publications Pvt Ltd, New Delhi.

Semester – II

Modular Course
BUSINESS ANALYSIS
(Course code: 15MBAP02M3)

Credit: 2

No of Hours: 2
CFA:50; ESE:-)

Objective

To familiarize the students in analyzing a business for improvement and development in the context of current business environment

Specific Objective Learning

1. The student will gain skills in analysis a business as a role applying the system concept.
2. They would be able to develop a communication plan for the stakeholders and government.

Unit I: Business Analysis (6 hours)

Fundamentals of Business Analysis- The role of business analyst – Enterprise Analysis – Business Architecture- Feasibility studies – project scope- preparing a business case – The Decision package.

Unit II: Requirements Planning and Management (6 hours)

Team Roles and Responsibilities – Stakeholders- Work Distribution – Planning considerations-selecting requirements activities – Goals and estimates- Requirements scope – Reporting – Managing requirements changes.

Unit III: Financial Statement of Analysis (8 hours)

Statement of Cash Flows – Approaches to valuation & Identifying value drivers – Estimating the discount rates, Growth rates, and cash flows- dividend discount models.

Unit IV: Requirements Analysis and Documentation (6 hours)

Knowledge area definition- Structure a requirements packages- Creating a business domain model – Analysis Tasks – Data and behavior models- process/flow models - Usage models

Unit V: Communication (6 hours)

Creating a communications plan-managing requirements conflicts-appropriate requirements formats – cash analysis and reporting of the outcomes of the analysis.

References:

1. James C.Van Horne (1985), **Financial Management and Policy**, Prentice Hall of India, New Delhi.
2. Pandey.I.M (2006), **Financial Management**, Vikas Publishing House, New Delhi.
3. Khan and Jain (2005), **Financial Management**, Tata McGraw Hill, Bombay.
4. Chandra Prasanna (1998), **Financial Management: Theory and Practice**, Tata McGraw Hill, Publications, New Delhi.
5. Gorden B. Davis (1974), **Management Information Systems: Conceptual Foundation, Structure and Development**, McGraw Hill & Co, New Delhi.
6. Little I.M.D. and Mirrless J.A., 1969. Manual of Industrial Project Analysis, Paris Organization for Economic Co-Operation and Development

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Semester – II

Compulsory Non Credit Course
GANDHI IN EVERY DAY LIFE
(Course code: 15GTPP0001)

Credit: -

No of Hours: 2
(CFA:50; ESE:-)

Objective

To understand the Gandhian principles and their relevance in the contemporary times.

Specific Objective Learning

1. Students would have gained knowledge in Gandhian principles
2. They would have developed conviction towards applying them in solving day to day problems.

Unit I: Understanding Gandhi

Childhood days - Student days - influence of Books and Individuals – Religion – Family and Social factors. Gandhi as rebel - acquaintance with vegetarianism - as lawyer - encountering and transforming humiliation: in India, in South Africa - train incident- Coach incident - on path way - at court - attack by protesters - Gandhi as political leader and reformer.

Unit II: Management

Gandhi's experiments in managing family- Eleven vows - non-possession and sacrifice begin at home – Managing Ashram - community living, service and financial ethics – Managing Social movements- Transvaal March and Salt Satyagraha and nonattachment to position (Nishkama Seva).

Unit III: Conflict Reduction

Pursuance of truth and nonviolence - ends and means – openness – transparency - love and kindness in handling relationship - nonviolent communication - practicing nonviolence in social and political issues (Satyagraha) - conflict resolution practices - art of forgiveness and reconciliation and Shanti Sena.

Unit IV: Humanism

Trust in goodness of human nature - respect for individual and pluralistic nature of society - dignity of differences - equal regard for all religions (Sarvadharm Samabhava) – castes – races – colours- languages simple and ethical life - swadeshi and unity of humankind.

Unit V: Constructive Programmes and contemporary issues

Concept of Sarvodaya - poverty – terrorism - environmental degradation - problems in sharing common resources - health systems and education - science and technology centralization of power and governance.

Reference

- M.K. Gandhi, (2012) *An Autobiography or The Story of My Experiments with Truth*, Navajivan Publishing House, Ahmedabad.
- . (2003) *Satyagraha in South Africa*, Navajivan Publishing House, Ahmedabad.
- . (1945) *Constructive Programme: Its Meaning and Place*, Navajivan Publishing House, Ahmedabad.
- . (2003) *Key to Health*, Navajivan Publishing House, Ahmedabad
- . (1949) *Diet and Diet Reform*, Navajivan Publishing House, Ahmedabad.
- . *Basic Education*, Navajivan Publishing House, Ahmedabad.
- . (2004) *Village Industries*, Navajivan Publishing House, Ahmedabad.

- . (1997) *Hind Swaraj*, Navajivan Publishing House, Ahmedabad.
- . (2004) *Trusteeship*, Navajivan Publishing House, Ahmedabad.
- . (2001) *India of my Dreams*, Navajivan Publishing House, Ahmedabad.
- K.S.Bharathi (1995) *Thought of Gandhi and Vinoba*, *Shanti Sena*, Sarva Seva Sangh Prakashan, Varanasi.
- V.P.Varma, (1999) *Political Philosophy of Mahatma Gandhi and Sarvodaya*, Lakshmi Narain Agarwal, Agra.
- Louis Fisher (2010) *Gandhi: His Life and Message*.
- B.R. Nanda. (2011) *Mahatma Gandhi: A Biography*, Allied Publishers Private Ltd., New Delhi.
- N.K. Bose. (2008) *Studies in Gandhism*, Navajivan Publishing House, Ahmedabad.
- Gopinath Dhawan, (2006) *The Political Philosophy of Mahatma Gandhi*, Navajivan Publishing House, Ahmedabad.
- N. Radhakrishnan, (2006) *Gandhi's Constructive Programmes: An Antidote to Globalized Economic Planning?*, Gandhigram Rural Institute, 2006.

Films.

- Richard Attenborough, **Gandhi**.
- Syam Benegal, **The Making of Mahatma**.
- Anupam P. Kher, **Mine Gandhi Ko Nahin Mara**.
- Peter Ackerman and Jack Duvall, **A Force More Powerful**.

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Semester – II

15EXNP0202 Extension/Field visit /Industrial visit

(Course code: 15EXNP02F2 Credit: - No of Hours: 2 CFA:50; ESE:-)

PARTICIPATORY LEARNING AND ACTION

(Course code: 15RPMP0311)

Credit: 3

Max. marks: 100

(CFA: 40, ESE 60)

Objectives:

To expose the students to the fundamentals of PLA, methods and techniques of Participatory methods, and give them hands on experience in the field settings.

Specific outcomes of learning:

1. On completion of the course, the students will be able to know the concept of participation and participatory development, need for participation, types of participation, and advantages and limitations of participation.
2. They can also describe the sources of PRA, trace the emergence of PLA, critically examine the principles of PLA, and describe the various types of participatory mapping techniques, and
3. Students can comprehend venn and flow diagram, time related methods, describe the ranking exercise, acquire interviewing and dialogue skills, and understand the roles and responsibilities of members of PLA team.

Content

Unit 1: Evolution of PRA: The concept of participation and participatory development – need for participation . Types, advantages and limitations of participation. Sources of PRA – Rural Development Tourism, Questionnaire survey, Participatory Action Reflexion Research, Agro-eco system analysis, applied anthropology, informal survey and Rapid Rural Appraisal. Emergence of PRA and PLA. Concept and principles of PLA.

Unit 2: Mapping and Diagram: Meaning, types of participatory maps. Selection of participation. Procedure for drawing maps – applications – advantages and limitations of maps. Transects – meaning – types – participants procedures – applications – merits and limitations. Flow-diagram, meaning, types, participation procedure, applications, merits and limitations of flow diagrams.

Unit 3: Time Related methods: Meaning, types, participation procedure, applications, merits and limitations of time related methods such as timeline, trend analysis, seasonal calendars and daily schedule.

Unit 4: Ranking Exercise: Meaning, types, participation, procedure applications, merits and limitations of various PRA methods like Wealth or well-being ranking, pair-wise ranking, matrix ranking, matrix ranking and scoring, direct ranking and decision-making matrix.

Unit 5: Interview and Dialogues: Meaning of interview – types of interview, semi-structure interview – meaning, guidelines errors and limitations. Focus Group Discussion – meaning, uses and steps in conducting FGD. Members of PLA team and their responsibilities.

References

1. Robert Chambers (1983), **Rural Development: Putting the Last First**, London, Longmen.
2. Robert Chambers (1997), **Whose Reality Count: Putting the Last First**, London Intermediate Technology Publication.
3. Somesh Kumar (2003), **Methods for Community Participation**, New Delhi, Vistaar Publications.
4. Britha Mikkelsen (1995), **Methods for Development Work and Research**, New Delhi, Sage Publications.
5. Narayanasamy. N (2009), **Participatory Rural Appraisal: Principles, Methods and Applications**, New Delhi, Sage Publications.
6. Richard A. Brueger (1998), **Analysing and Reporting Focus Group Results**, New Delhi, Sage Publications.
7. Neela Mukherjee, (1997), **Participatory Rural Appraisal: Methodology and Applications**, New Delhi, Concept Publishing Company.

Websites:

1. [www. Ids.ac.uk/ids/research/env/index.html](http://www.Ids.ac.uk/ids/research/env/index.html)
2. [www. iied.org/participatory-learning action](http://www.iied.org/participatory-learning action)

Journals

1. International Journal of Rural Management, Sage publications, New Delhi
2. Journal of Rural Development, NIRD, Hyderabad.
3. PLA Notes, IIED, London
4. Journal of International Development, World Bank, Washington.

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EXTENSION MANAGEMENT

(Core course for MBA RPM Programme)

(Course Code: 15RPMP0312)

Marks: 100
(CFA: 40, ESE 60)

Credit: 3

Objectives:

At the end of the course the students will be able to:

- understand the fundamentals of Extension Education
- familiarized with various extension methods and
- acquired the required knowledge and basic skills for designing, executing and evaluating an extension programme.

Unit – I Fundamentals of Extension Education

- History of Extension - origin and growth
- Scope and importance of Extension Education for Development in present day context
- Meaning and definition of extension education
- Characteristics and forms of Extension Education
- Contents and components of extension education
- Goals and objectives of extension education

Unit – II Principles of Extension Education

- Philosophy of extension education
- Principles of extension education
- Principles of Teaching, Training and Field work
- Principles of Learning
- Learning Experience
- Elements of teaching learning situation
- Types of Learning situation

Unit – III Extension methods and Selection

- Meaning, scope, importance and functions of Extension Methods
- Classification of extension methods
- Individual, Group and mass contact methods, merits and demerits.
- Audio visual aids - Principles, preparation and presentation
- Criteria for selecting suitable extension methods/Audio Visual (AV) Aids

Unit – IV Formulating Extension Programme

- Meaning, scope and importance of planning
- Phases of Extension programme - principles of programme planning
- Steps in formulation of extension programme
- Tools and techniques of planning
- Implementation planning

Unit – V Process of Extension Management

- Beginning, Middle and End (BME) - Outline of extension management
- Steps in implementing the programme
- Evaluating the programme - Meaning, types, principles, objectives and steps in evaluation
- Four dimensions of extension personnels - values, roles, skills and traits
- Values and ethical principles of extension education
- Risks and problems in extension education and Measures for tackling them.

Reference

1. Reddy, Adivi. A., (1995), **Extension Education**, Sree Lakshmi Press, Bapatala
2. Dahama. O.P., Bhatnagar O.P., (1995), **Education and Communication for Development**, Oxford & IBH Co, New Delhi
3. Easwaran A., (2007), ABC of Extension Education, GRI, Gandhigram
4. Supe. S.V., (1985), **An Introduction to Extension Education**, Oxford & IBH Publishing Co, New Delhi,
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6. Hass Kennath. B., and Packer Harry. Q., (1955), **Preparation and use of Audio Visual Aids**, Prentice Hall, Inc.

Websites:

1. www.india.com/in author. “Advi + Reddy
2. <http://www.extension.missouri.edu/staff/programdev/plm>
3. http://www.krishiworld.com/htm/agri_extension_edu1.html
4. <http://www.uasd.edu/extension.htm>
5. <http://www.communicationskills.co.in/importance-of-communication-skills.htm>

Journals:

1. Journals: **Journals of Extension system**
2. **Indian Journal of Extension Education.**

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PROJECT PLANNING AND IMPLEMENTATION

(Course Code: 15RPMP0313)

Max.Marks: 100

Credit: 3

(CFA: 40, ESE 60)

Objectives

On completion of the course, the students will be able to

- i) know the concepts of project, project planning, project cycle and project planning cycle.
- ii) develop skills in developing and screening project ideas using appropriate methodology.
- iii) know the art of conducting economic, financial, technical, managerial and environmental feasibility analysis of a project.
- iv) design a project using Logical Framework Analysis Technique.
- v) appraise the project using discounted and non-discounted cash flow technique.
- vi) analyse the risks associated with the projects.
- vii) undertake social-cost benefit analysis of a projects.
- viii) learn the pre-requisites for implementation of a projects and
- ix) learn the process of project implementation planning using network techniques.

Content

Unit 1: Project Planning: Concept of project and project cycle. Concept of project planning and project planning cycle. Generation of project idea. Environment scanning for project idea. Sources of project ideas. Preliminary screening of project ideas.

Unit 2: Project feasibility analysis: Economic and financial feasibility. Technical and managerial feasibility. Environmental feasibility. Factors influencing the various feasibility.

Unit 3: Project Planning and Design Process - Logical Framework Analysis (LFA): Concept of LFA – Stakeholder Analysis – Problem Tree and objectives tree analysis – analysis of strategies – fixing project output and activity. Assumptions and Risks. Monitoring and Evaluation indicators.

Unit 4: Project Appraisal: Concept and meaning. Appraisal Techniques – Discounted and non-discounted cash flow techniques – social-cost benefits analysis.

Unit 5: Project Implementation Planning: Concept. Pre-requisites for project implementation. Process of project implementation planning. Networking techniques for project implementation. Development of project network. PERT and CPM model. Project review and control. Advantage of limitation of each model.

Reference

1. Britha Mikkelsen, **Methods for Development work and research**, Sage Publications Ltd., New Delhi, 2005.
2. David Mosse, **Cultivating Development**, Vistaar Publications, New Delhi, 2005.
3. Jyotsna Bapat, **Development Projects and Critical Theory of Environment**, Sage Publications, New Delhi, 2005.
4. John M. Nicholas, **Project Management for Business and Technology: Principles and Practice**, Pearson Prentice Hall, New Delhi, 2005.
5. David I. Cleland, **Project Management: Strategic Design and Implementation**, McGraw Hill Inc. 1995.
6. Prasanna Chandra, **Projects: Preparation, Appraisal, Budgeting and Implementation**, Tata McGraw Hill Publishing Company Ltd., New Delhi, 1987.
7. Gopalakrishnan. P. and V.E.Ramamurthy, **Text Book of Project Management**, Macmillan India Ltd., 1993.
8. Goodman.J. and Ralph Ngatata Love, **Integrated Project Planning and Management Cycle**, East-west Centre, Hawaii 2000.
9. Cedric Saldhana and John Whittle, **Using the Logical Framework for Sector Analysis and Project Design: A Users Guide**, Asian Development Bank, Manila, 1998.
10. Young T.L, **The Hond bank of project management**, Kogan page Ltd., London, 2007.

Journals:

1. International Journal of Rural Management, Sage publications, New delhi.
2. Journal of Rural Development, NIRD, Hyderabad
3. Development with practice, Oxford, London.
4. Journal of International Development, World Sage, Washington.
5. International Journal of Project management, Elsvier, UK.

Websites:

1. [www. Worldbank.org/afr/ik.guidelines/](http://www.Worldbank.org/afr/ik.guidelines/)

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PROJECT MONITORING AND EVALUATION

(Course code: 15RPMP0314)

Marks: 100
(CFA: 40, ESE 60)

Credit: 3

Objectives:

On completion of this course, the students will be able to:

- understand the concept of monitoring and evaluation of projects and
- gain skills in monitoring and evaluation of development projects

Content

Unit 1: Concept, Meaning and Definition of Project Monitoring and Evaluation.

Participatory Monitoring.

Participatory Evaluation.

Importance, scope and functions of Project monitoring and Evaluation

Unit 2: Monitoring: Need for project monitoring. Indicators of monitoring. Process and outcomes of monitoring. Designing a Monitoring system. Project management information - Terms of reference – Management Information System (MIS).

Unit 3: Evaluation

Types of evaluation - Internal, External, Self.

process, outcome and Impact evaluation.

Approaches to evaluation. Developing indicators -

Measuring costs – Evaluating benefits.

Unit 4: Participatory Monitoring and Evaluation

Need for Participatory Monitoring and Evaluation.

Difference between conventional and participatory evaluation.

Monitoring and Evaluation Methods and Tools.

Designing Participatory Monitoring Systems and Evaluation Framework.

Unit 5: Field Study and Reporting

Developing a format for project monitoring and evaluation.

Monitoring and Evaluation of On-going and completed project.

Reference

1. Prasanna Chandra, **Project Planning, Appraisal, Budgeting and Implementation**, Tata McGraw Hill Publishing Company Limited, New Delhi, 1980
2. Shrutika Kasor, **Project Management**, Sumit Enterprises, New Delhi, 2003
3. Partha Dasgupta, Amartya Sen and Stephen Marglin, **Guidelines for Project Evaluation**, Oxford & IBH Publishing Co., New Delhi, 1972.
4. Moshin. M., **Project Planning and Control**, Vikas Publishing House Pvt. Ltd., 1977.
5. David I.Cleland, **Project Management: Strategic, Design and Implementation**, McGraw Hill, New Delhi, 1995.
6. R.G.Ghattas, Sandra L.McKee, **Practical Project Management**, Pearson Education (Singapore) Pvt. Ltd., Delhi, 2003.
7. Britha Mikkelsen, **Methods for Development Work and Research**, Sage Publications Ltd., New Delhi, 2005.
8. Patrick Gudda “A guide to Project Monitoring and Evaluation”, Author House, Bloomington (2011).
9. Paul J. Gertler, Sebastian Martinez, “Impact Evaluation in Practice”. The World Bank/ The International Bank for Reconstruction and Development, Washington D.C. 2011.
10. Nick Salafsky and Richard A. Margduis “Measures of Success: Designing, Managing, and Monitoring Conservation and Development Projects”. Island Press, Washington D.C. (1998).
11. Annabel Warbung “Toolkits : A practical guide to planning, monitoring, evaluation and impact assessment”. Save the Children, London, UK. (1995).

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Training in Grassroot Development organizations
(Course Code: 15RPMP03F3)

Credit: 2

Max. Marks: 100
(ESE: Nil, CFA: 100)

Objective:

On completion of the summer training the students will be able to understand the

- The structure and functions of village Panchayat
- The structure and functions of Panchayat union
- The Government welfare programmes in the District
- Functioning of the NGOs

Content:

The students may be visit the following institutions:

- Village Panchayat - one week
- Panchayat union office - one week
- DRDA and other development departments - one week
- Visit to NGOs/corporates/Funding agencies/companies - one week

An indepth report in a systematic manner at the end of each programme will have to be submitted.

Evaluation

Evaluation is both internal and external. The weightage is as follows

	Internal	External	Total
Report	25	25	50
Viva - voce	25	25	50
			100

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RESEARCH METHODS AND STATISTICS
(Course Code: 15APRP0003)

Credit: 4

Contact hours: 64

Max. Marks: 100
(CFA: 40, ESE 60)

Objectives

- To enable the students understand the basics of research methodology, and
- To develop skill in preparing research report

Specific Objectives of Learning: Upon completion of the course, the students will be able to:

- identify and formulate a problem for research.
- prepare suitable research design to study a research problem to be formulated
- choose appropriate methods of sampling, tools and techniques of data collection
- process the data collected in the field and to analyse using appropriate statistical methods
- prepare research report in a professional manner.

Unit - 1: Introduction: Research – definition - objectives-types. Research Process- Identifying and prioritizing problems - theoretical framework – review of literature, variables -its types– Hypothesis – formulation and types.

Unit - 2: Research design: Explorative; Experimental, descriptive, Case study and survey methods. Content Analysis, Intervention and Interdisciplinary Studies, Mixed methods.

Unit - 3: Data collection: Sampling and non-sampling techniques - Data collection methods – interview, schedule, Questionnaire, and observation. Online research methods, psychological tests, projective techniques. Validity and reliability of scales - Research Report - Components and format of research report - Reference materials, quotations, bibliography, footnotes, glossary and appendix, dissemination of findings.

Unit - 4: Descriptive Analysis: Measures of central tendency, dispersion, skewness and kurtosis – Correlation of Analysis, Association of attributes Multiple regression and correlation analysis, concepts of Factor analysis. Statistical software and its uses.

Unit - 5: Inferential Analysis: Basic concepts and Hypothesis testing and Estimation; Steps in hypothesis testing. Tests for Large and small samples – Z test, t-test and F-test, Chi-square test, Mann-Whitney test, and ANOVA

REFERENCES

- 1) Gupta S.P.& M.P.Gupta, Business Statistics, New Delhi:Sultan Chand & Sons, 2006
- 2) Shajahan Dr. S., Research Methods for Management (Text and Cases), New Delh: Jaico Publishing House, 2006.
- 3) Hooda R.P., Statistics for Business and Economics, New Delhi Macmillan Ltd., 2003.

- 4) Beri G.C., Marketing Research, New Delhi: Tata McGraw-Hill Publishing Company Limited, 2000.
- 5) Donald R.Cooper, Business Research Methods, New Delhi : McGrew-Hill International Editions, 1998.
- 6) Vijayalakshmi G. & Sivapragasam C., Research Methods: Tips and Techniques, Chennai : MJP Publishers, 2009.
- 7) Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalaya Publishing House, Bombay, 2002.
- 8) Kothari C.R, Research Methodology, Wishva Prakashan, New Delhi, 2001.
- 9) Donald R Cooper and Ramela S. Schindler, Business Research Methods, Tata McGraw Hill Publishing Company Limited, New Delhi, 2000.
- 10) Uma Sekaran, Research Methods for Business, John Wiley and Sons Inc., New York, 2000.

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Corporate Social Responsibility

(Course Code: 15RPMP03EX)

Credit: 3

Marks: 100
(CFA: 40, ESE 60)

Objectives:

- To familiarize the students with concepts and practice of Corporate Social Responsibility, its significance and impact in the current scenario.
- To understand how the corporates involve themselves in social actions
- To analyze the impact of CSR implementation on corporate culture, particularly as it related to social issues.

UNIT I: Concept of CSR

Meaning and definition of CSR.

Origin, importance and need.

Elements, principles and conceptual framework.

Arguments for and against CSR

UNIT II Drivers of CSR

Corporate Social Performance. Consumer risk management. Employees and personal values.

Concept of Social Responsibility and Stakeholder management. Framework for stakeholder management.

UNIT III Issues in CSR

Social, economic, environmental, technological and global issues

Pyramid of CSR. Economic, legal, moral and philanthropic responsibilities.

UNIT IV Strategies of CSR

- Concept and components of strategy formulation.
- Strategic CSR models.
- Corporate strategy and competitive strategy.
- CSR communication technologies.
- Perspectives on CSR - theoretical, political, practical, business and eco-social.

UNIT V Principles of PPP

- Meaning and definition.
- Need and rationale for PPPs.
- Principles and types of PPPs.
- Positives and aspects of PPPs.

Suggested Readings

- Baxi C.V and Ajit Prasad (2006), “Corporate Social Responsibility: Concepts and Cases- The Indian Experience”, Excel Books publications, New Delhi.
- Kazmi (2002), “Business Policy and Strategic Management”, Tate MC Graw Hill publications, New Delhi.
-(2007), “Theories and concepts of Corporate Social Responsibility”, Sage Publications, Vol. 1-3, New Delhi.
- Sanjay K.Agrawal (2008), “Corporate Social Responsibility in India”, Sage Publication, New Delhi.
- William B. Werther, Jr. and David Chandler (2010), “Strategic Corporate Social Responsibility: Stakeholders in a Global Environment”, Sage Publication, New Delhi.

References:

1. Peter Challis, Laura Challis, The Heart of Social Responsibility (Free download: bookboon.com)
2. David Crowther, Guler Aras, Corporate Social Responsibility (e-book)
3. David Crowther, Guler Aras, Corporate Social Responsibility: Part I – Principles , Stake holder and Sustainability (e-book, www.bookboon.com)
4. David Crowther, Guler Aras, Corporate Social Responsibility: Part II – Performing Education, globalisation and NFP’s (e-book, www.bookboon.com)
5. David Crowther, Guler Aras, Corporate Social Responsibility: Part III – Strategy and Leadership (e-book, www.bookboon.com)

Journals:

- Indian Management (<http://www.indianmanagement.org/>)
- Business India (Website : www.businessindiagroup.com)
- Business Today (www.businessstoday.intoday.in)
- Loyola journal of Social Science (<http://www.loyolajournal.info/>)
- MMU Journal of Management Practices (www.mmumullana.org)
- The Indian Journal of Social work (<http://www.tiss.edu/>)

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MANAGEMENT OF MICRO FINANCE
(Course Code: 15RPMP03EX)

Credit: 3

Marks: 100
(CFA: 40, ESE 60)

Objectives

To help the students to sensitize and indicate knowledge micro-credit and finance and the management of Micro-finance institutions.

- Unit 1.** **Introduction:** Meaning, Nature and Scope of Micro-credit and Micro-finance. Characteristics. Distinctive features and Advantages; Micro-finance and socio-economic development. Micro finance environment in India and Abroad.
- Unit 2.** Models of Micro-credit and Micro-finance
- Unit 3.** Micro-Credit and Micro finance Vs micro trades and enterprises. Government and non-governmental organizations in the promotion of micro-finance and micro – enterprises. Micro insurance and its utility.
- Unit 4** Management of Micro finance Institutions. Personnel and financial management aspects of micro-finance institutions. Regulation and supervision of micro finance institutions.
- Unit 5** Field study report on micro-credit group/micro enterprise/Financial statement analysis of a MFI.

Suggested Readings

1. Thomas Fisher and M.S. Sriram “BEYOND Micro - Credit-putting Development Back into Micro – finance” vistar publications, new Delhi, 2006.
2. Malcolm Harper, Practical Micro Finance- A training Guide for South Asia, vistar publications, New Delhi.

Reference:

1. Debadutta K. Panda “Understanding Microfinance”. Wiley India Pvt. Ltd (<http://www.wileyindia.com> or <http://ebooks.wileyindia.com/>)
2. [Binod B. Nayak](#) , “**The Synergy of Microfinance: Fighting Poverty by Moving beyond Credit**” *Sage India*.
3. [K G Karmakar](#), “**Microfinance in India**”, Sage India (2008).
4. Prof. Ray Mersland (Editor), Prof. R. Qustein Storm, “Microfinance Institution: Financial and Social Performance” (Palgrave Studies in Impact Finance)”, Palgrave Macmillan, 2014 .
5. Smita Premchander, “Multiple Meanings of money: How women see microfinance”, Sage India (2009).
6. S.M. Feroze, “Microfinance in India: A Performance Evaluation”, New Century Publications (2011).
7. Armendariz Beatrim, “The Economics of Microfinance”, MIT 2nd Edition (2011).

8. Prabhu Ghate, “Indian Microfinance: The Challenges of Rapid growth”, Sage India 1st Edition (2007).

Journals:

- Business India (www.businessindiagroup.com)
- Business Today (businessstoday.intoday.in)
- Economics and Political Weekly (www.epw.in)
- Finance India (<http://www.financeindia.org/>)
- Indian Journal of Finance (<http://www.indianjournaloffinance.co.in/>)
- Indian Management (<http://www.indianmanagement.org/>)
- International Journal of Financial Management (www.publishingindia.com/ijfm)
- Journal of Rural Development (<http://www.nird.org.in/>)
- Kurukshetra (www.kurukshetra.gov.in)

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Project Development
(Skill - based course)
(Course Code: 15RPMPE6MX)

Credit: 2

Maximum Mark: 50
(CFA: 50, ESE: Nil)

Objectives

On completion of the course the students will be able to

- i. understand the concept of project formulation and project management.
- ii. know the rules governing the preparation of project proposal and
- iii. select a suitable format for writing the proposal of project formulation.

Content

UNIT - 1: Basic Concepts

Meaning and definition plan, project, programme, proposal, project planning, project management project cycle. Characteristics of a project. Types of project.

UNIT - II: Project Identification techniques

Participatory situation analysis. Malady-remedy analysis - Identification of projects. Prioritization of project using participatory methods (Ranking and scoring techniques).

UNIT - III: Resource Analysis

Typ of Resource - Human Resources - Natural Resources - Social Resources - Physical Resources - Financial Resources. Feasibility Analysis.

UNIT - IV: Opportunities and Risks

Force - field analysis. SWOT Analysis. Risk Analysis.

UNIT - V: Preparation of Projects

Formats for preparation of projects. Projects and concept note. Writing up a detailed project proposal.

References:

1. Prasanna Chandra Projects: **Planning, Analysis, Financing, Implementation and Review**, Tata MC Graw Hill publishing Company Ltd., New Delhi, 2002.
2. Vasant Desai, **Project Management**, Himalaya publishing house, Mumbai, 1997.
3. Bhavesh M Patel, **Project Management**, Vikas Publishing House Pvt. Ltd., New Delhi 2000.
4. Haltlas R.G.G and Sandra C.Mckee, **Practical Project Management**, Pearson Education, In (Singapore) Pvt. Ltd. 2003.
5. Nagarajan. K, **Project Management**, New Age international (P) Ltd. New Delhi 2001.

6. Narayanan B, **Project Management**, A.P.H Publishing corporation, New Delhi - 110 002 - 1999.
7. Joy P.K., **Total project Management**, Macmillan India Limited, 1994.
8. Shaghil M, Mushtaque M., **Project Formulation concept and Approaches**, Print Well, Jaipur, 1993.
9. Narayanasamy N, **Participatory Rural Appraisal: Principles, methods and Application**, Sage publications, New Delhi, 2009.

Journals:

1. International Journal of Rural Management, Sage Publications, New Delhi
2. Journal of Rural Development, NIRD, Hyderabad.
3. Journal of International Development Woeld Bank, Washington.
4. Economic and Political Weekly, Bombay.

Websites:

1. www.dfid.gov.uk
2. [www. Gdrc.org/sgo/logical-fa.pdf](http://www.Gdrc.org/sgo/logical-fa.pdf)

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Sustainable Livelihood Analysis

(Modular Course)

(Course code: 15RPMPE6MX)

Credit: 2

Marks: 50
(CFA: 50, ESE: Nil)

Objectives

On completion of the course, the students will be able to understand the

- i. the components of sustainable Livelihood Framework analyze.
- ii. define the five kinds of livelihood assets
- iii. and evolve strategies to ensure livelihood outcome.

CONTENT

UNIT 1: Concept of sustainability, Livelihood and Sustainable Livelihood. Dimensions of Sustainability - (Environment - Economic - Social - and Institutional sustainability). Sustainable Livelihood Framework.

UNIT 2: Meaning of vulnerability. Trends - shocks and seasonality and their effect on vulnerability.

UNIT 3: Livelihood Assets: The Assets Pentagon. Types of Capital - Human Capital - Social capital - Natural capital - physical capital and Financial capital. Accessed and control over assets.

UNIT 4: Structure and Process: The meaning of structure and their importance in Livelihood promotion. Meaning of processes. Policies, legislation, Institution, Culture and power relations and their role in promoting livelihood opportunities.

UNIT 5 Livelihood Strategies and outcomes Meaning and definition of Strategies and outcomes. Study of strategies adopted in select livelihood projects and its outcomes.

References

1. Robert chambers, (1997), **whose Reality counts?: Putting the First part**, Intermediate Technology, London.
2. DFID, Sustainable Livelihood Framework, London.

Websites:

1. www.ennonline.net/dfidsustainableliving.
2. www.side.sc/contentassets/bd474c210163447c9a793d77c64148a/the-sustainable-livelihood-approach-to-poverty-reduction

INTERNSHIP
(Course Code: 15RPMP0416)

Credit: 6

Marks: 150

(CFA: 150, ESE: Nil)

Students may be placed for a period of four weeks in any of the following sectors:

- Corporate sector (CSR Division)
- Donor agencies
- Banking institutions
- NGOs, or
- Govt. Projects

This is a supervised field training. The Internship will be supervised by the Faculty members.

At the end, the student has to submit a report. The report is evaluated both internally and externally.

Evaluation

The evaluation will be both internal and external

	Internal	External	Total
Report	50	50	100
Viva-Voce	25	25	50
			150

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DISSERTATION
(Course Code: 15RPMP0417)

Credit: 8

Marks: 200
(CFA: 100, ESE: 100)

Objective:

On completion of the dissertation, the students will be able to :

- Identify the problem for taking up research studies
- Analyse the problem and draw inferences
- Apply appropriate statistical tools and techniques, and
- Prepare a research report in a systematic manner

Topic

The topic may be chosen by the student based on internship or suggested by the teachers concerned or in any one of the following areas:

- Government schemes and programmes
- Community based organizations
- Non-Governmental Organisations (NGOs)
- Formulation of projects
- Evaluation of schemes / programmes
- Programme planning
- Community participation
- Common property resources
- Indigenous management systems
- Community micro-enterprises
- Group dynamics
- Convergence of development programmes
- Development of monitoring and evaluation indicators
- Rural development policies and strategies
- Current issues related to rural development
- Integrated micro-planning
- Communication and extension techniques
- Community - based Rehabilitation

Evaluation

Evaluation is both internal and external. The weightage is as follows

	<i>Internal</i>	<i>External</i>	<i>Total</i>
Dissertation	75	75	150
Viva-voce	25	25	50
Total	100	100	200

The criteria for evaluating the report are: Research design, application of statistical tools, analysis, interpretation, drawing of inference, logical presentation, validity and relevance of suggestions and bibliography.

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