MBA
IN
RURAL PROJECT MANAGEMENT

SYLLABUS
(I - IV Semester)
(with effect from July 2011)

DEPARTMENT OF EXTENSION EDUCATION
GANDHIGRAM RURAL INSTITUTE
(DEEMED UNIVERSITY)
GANDHIGRAM – 624 302
DINDIGUL DISTRICT, TAMIL NADU
# MBA (Rural Project Management) Regular
## Four Semester Programme - Curriculum Outline

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Name of the Course</th>
<th>No. of Credit</th>
<th>Field Practical</th>
<th>Duration of Exams Hours</th>
<th>Lecture Hrs/Week</th>
<th>Evaluation</th>
<th>Total Marks</th>
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<tr>
<td>1.1</td>
<td>Management Thought and Process</td>
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<td>Introduction to Computers and SPSS (Theory and Practical)</td>
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<td>1.7</td>
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<td>1.8</td>
<td>VPP (one week)</td>
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<td>One week</td>
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<td><strong>Total</strong></td>
<td><strong>26+6</strong></td>
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<td><strong>380 420 800</strong></td>
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<td>Semester II</td>
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<td>Management Information System</td>
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<td>Summer Training (four weeks during summer)</td>
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<td>30 days</td>
<td>Viva voce</td>
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<td><strong>480 420 900</strong></td>
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<td>Semester III</td>
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<td><strong>Department Specialization: Rural Project Management</strong></td>
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<td>Participatory Appraisal and Project Formulation</td>
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<td><strong>Summer Training Evaluation</strong></td>
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@ 3.6 Inter-Department Electives: The four courses offered (3.1 to 3.4) for departmental specialization will be electives for other departments.
<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Lecture Hrs/Week</th>
<th>Evaluation</th>
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<td>Management of Industrial Relations</td>
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<td>Legal Framework Governing Human Relations</td>
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<td>4.1.3</td>
<td>Management Training and Development</td>
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<td>4.1.4</td>
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<td>4.2.2</td>
<td>Services Marketing</td>
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<td>4.2.4</td>
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<td>Project Planning Analysis and Management</td>
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<td>4.3.3</td>
<td>Management of Financial Institutions</td>
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<td>30 days Viva-voce</td>
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<td>Project work</td>
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<td>During 3rd and 4th Semesters</td>
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| 16+16       | -                  | -              | 260             | 340                     | 800             |

* For evaluation of internships and project work the following criteria will be adopted. 30 marks for internal evaluation and 30 marks for external evaluation and 40 marks for Joint Viva-voce of the report.
Objectives

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

• Gain knowledge on the history and fundamental concepts of management and administration; and
• Gain knowledge on the functions of management;

Content

Unit 1 Development of Management Thought: pre-scientific management era – Human relations era – Social science era – Management science era – Contribution of F.W. Taylor, Henri Fayol, Elton Mayo, Peter F. Drucker – Definition of administration and management – basic principles and process of management.

Unit 2 Decision Making and Planning: Decision making: Meaning and importance, approaches to decision making, steps in decision making – Planning: Meaning and importance – types of planning – groups of various types of plans – steps in planning, policy making - importance of policies – types of policies – principles of policy making – policy formulation and administration – basic areas of policy making.

Unit 3 Organizing: Forms of organization: formal and informal – departmentalization – Staffing: nature and purpose of staffing, importance, components – Direction - function - leadership styles and functions.

Unit 4 Coordination: Need and importance – Types of coordination and interdependence / coordination: pooled, reciprocal, sequential – Principles of coordination – approaches to achieving effective coordination – problems of coordination.

Unit 5 Controlling: Control: meaning, definition and importance – Span of control – Types of control – Steps in controlling – Planning Vs Control – Integrated control system and its relevance – Management audit.

References

1.2 MANAGERIAL ECONOMICS  
(Course Code: 1.2      Credit 4 + 0     Marks: 100)

Objective
On completion of this course the students will be able to:
- Understand the economic fundamentals as an aid to management decision making under given environment.

Content

Unit 1 Introduction to Managerial Economics : Nature and Scope of Managerial Economics – Role and responsibilities of Managerial Economists – Micro Economics and Managerial Economics – Basic concepts of Managerial Economics – Objectives of a firm.


Unit 4 Market Structure and Price Determination under different Market Conditions: Characteristics of different market structures - price determination in short run and long run under Perfect competition, Monopoly, Monopolistic Competition and Oligopoly.


Reference
2. Dean Joel, Managerial Economics, Prentice Hall, Delhi, 1951.
1.3 ACCOUNTING FOR MANAGEMENT
(Course Code: 1.3 Credit 4 + 0 Marks: 100)

Objective
On completion of this course, the students will be able to:
- understand the fundamentals of accounting
- impart skills in understanding financial statement and to make appropriate financial decisions
- to assess the financial position and performance of the business

Content
Unit 1 Accounting and its functions: Accounting concepts, standards and systems – Principles of Double entry book keeping system – Account books and ledgers – computerized accounting system.

Unit 2 Trial balance – the objects and scope – Preparation of final accounts – construction and analysis of profit and loss Account and Balance Sheet.


Unit 4 Cost Accounting: Concept, Objectives – Types of cost – Cost systems – Costing technique – historical costing, absorption costing, marginal costing, standard costing.


Reference
Objective
On Completion of this course, the student will be able to
- understand the conceptual framework of organizational behaviour and
  various organizational Designs

Content
Unit.1 Organizational Behaviour: Concept and theories of organization, organizational characteristics- organization structure and design, environment and technology, Organizational culture and behaviour, Relationship between management and organizational behaviour - Emergence and ethical perspective.

Unit.2 Individual Behaviour: Attitudes, Perception; Learning; Personality, Maturity characteristics, goal and role conflict, frustration, stress, alienation, organization, behaviour modification, theory X, Y and Z.

Unit.3 Motivation: process of motivation; 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.

Unit.4 Group Dynamics and Leadership: Group dynamics – types, group formation, development, and composition - group think - group performance factors; group cohesiveness, team building, group decision making - inter personal communication, superior- subordinate communication, TA, Power and politics.

Leadership: Leadership styles and theories – trait theory, Behavioral theory, Fielder’s contingency theory; Harshey and Blanchard’s situation theory; Managerial Grid; Likert’s four systems of management leadership.

Unit.5 Conflict Resolution: Dynamics and management; sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; functional and dysfunctional organisational conflicts; resolution of conflict, the Johari window Model - Life position.

Organisational change and development: concept, need for change, resistance to change; theories of planned change; organizational diagnosis; its intervention.

Reference
INTRODUCTION TO COMPUTERS AND SPSS (THEORY AND PRACTICAL)

(Course Code: 1.5 Marks: 100) (2+1 Credits)


Unit 3: SPSS overview-Data files – Data editor –Entering data-Editing data-Data transformation.

Unit 4: File handling and file transformation-Working with output-Viewer-Draft viewer-Pivot tables-Frequencies- Descriptives-Crosstabs.

Unit 5: Summarize – Means-OLAP cubes- T- tests - One way analysis of variants-Linear regression - Multiple response analysis-Overview of chart facility.

Reference Books:

2. SPSS Manual
1.6 ENTREPRENEURSHIP
(Course Code: 3.2    Credit 4 + 0     Marks: 100)

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

- acquire theoretical knowledge in entrepreneurship development;
- develop aptitude and skills in identifying and selecting business ventures;
- prepare a project proposal for funding.

Content


Unit 4: Critical Analysis: Critical aspects in the Financial, Marketing, Organization Plans, Product launching-Monitoring and Evaluation of Business-Preventing Sickness and Rehabilitation of Business Units.

Unit 5: Practicals on:
I. Preparing a business plan
II. Developing Case Studies on Micro-enterprises (success/failure) in rural areas.

Reference
5. Khanka S.S. Entrepreneurial Development, S Chand & Co., New Delhi
Objective

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

- understand the concepts and basic theories in rural development
- gain knowledge on various issues in rural development

Content


Unit 4 Infrastructure Centred: Health, education, sanitation, drinking water, rural connectivity, housing – depletion of natural resources – ground water management.


References

1.8 VALUES AND SOCIAL RESPONSIBILITIES / VILLAGE PLACEMENT PROGRAMME
(Course Code:1.8 Credit 0 + 4 Marks: 100)

Objectives

On completion of the course the students would be able to:

- Apply appropriate tools and techniques for assessing natural resources and livelihood opportunities.
- Document the local resource based employment and income-Generation opportunities.

Content

1. Appraisal and assessment of natural, physical, social, human, financial resources, (Social mapping, Resource mapping, transect, time line matrix ranking)
2. Appraisal and assessment of utilization pattern of different resources – (Venn diagram, linkages, seasonal diagram – causal and impact diagram, focus group discussion.
3. Identification of Livelihood opportunities (Ranking, Scoring, Matrix, Focus group discussion).
4. Documentation of Resources, Skills and livelihood opportunities.

This is a field based practical course.

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

2.1 HUMAN RESOURCE MANAGEMENT
(Course Code:2.1 Credit 4 + 0 Marks: 100)

Objective
On completion of this course, students will be able to

- gain knowledge on the concept and function of Human Resource Management

Content

Unit 1: Human Resource Management: Significance – meaning, nature and scope, functions and role of HR Manager – objectives and policies – system approaches to HRM, organizing the HRM Dept. – Human Resource Planning: concept and techniques

Unit 2: Recruitment and Development Functions: 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 4: Maintenance and integration functions: Administration of welfare, amenities and fringe benefits, reward system, safety and accident prevention, quality circle, employee grievances and their redressal, job satisfaction, quality of work life, knowledge creation and management, industrial relations, role of trade unions, suggestion schemes, administration of discipline

Unit 5: Audit and control function: Performance Appraisal – objectives, methods, performance appraisal of managers - Control process, types of control devices, personnel records, personnel audit, human resource accounting, controlling manpower costs – MBO, ratio analysis, cost benefit analysis, cost of recruitment, replacement, turnover, retention, absenteeism – training – personnel productivity, personnel research, human resource information systems.

Reference

2.2 MARKETING MANAGEMENT
(Course Code: 2.2 Credit 4 + 0 Marks: 100)

Objectives:
On completion of the course, the students:
- have an in-depth knowledge of the various components of marketing and their application in business.

Content


Unit 4: Promotion and Distribution Strategies: – Promotion mix: Components – Advertising ; Personal selling; sales promotion and publicity – Importance of Channels of distribution, Channel – Selection of appropriate channel – Distribution – evaluation.


Reference

2. Varshney & Gupta; Marketing Management, S.Chand & Co, New Delhi
3. Gupta S.L. and Sumitrapal; Consumer Behaviour; S.Chand & Co, Delhi
2.3 FINANCIAL MANAGEMENT
(Course Code: 2.3 Credit 4 + 0 Marks: 100)

Objectives
On completion of the course, the students will be able to
- gain knowledge on the fundamentals of financial management covering appraisal of investments and capital structure decision, working capital decision and dividend decisions

Content

Unit 2: Investment Decision: Concept – Nature of Capital Budgeting, Evaluation Techniques, Pay back, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques – Capital rationing – Concept and Measurement of Cost of Capital – Specific and Overall cost of Capital.


Reference
2.4 RESEARCH METHODOLOGY
(Course Code: 2.4 Credit 4 + 0 Marks: 100)
Course: For M.B.A. Programmes
(Small Business Management, Cooperative Management, Rural Project Management & Rural Industries & Management)

Objectives
On successful completion of this course, the students will be able to:
- Have the basic understanding of the research methodology
- Have an insight into the application of modern analytical tools and techniques for management decision making.

Content


Unit 2: Research design: Types – Explorative; Experimental, descriptive, participatory - Cross sectional and longitudinal studies – Case study and survey methods.

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

Unit 4: Descriptive Statistics: Measures of central tendency, dispersion, skewness and kurtosis-Correlation of Analysis, Association of attributes Multiple regressions and correlation analysis, factor analysis: ANOVA SPSS Package and its uses.

Unit 5: Inferential Statistics:
Hypothesis testing and Estimation.
Parametric tests: tests of Attributes, Tests of Large samples, Tests of small samples.
Non-parametric tests: Chi – square test, Run test, median test, Mann-Whitney test, Kolmzzorov – Smirnov test, rank test.

Text Books:
5) Shajahan Dr. S. Research Methods for Management (Text and Cases), New Delhi: Jaico Publishing House, 2006.
2.5 BUSINESS ENVIRONMENT AND POLICY
(Course Code: 2.5 Credit 4 + 0 Marks: 100)

Objectives
On completion of this course, the students will be able to
• understand and scan business environment, analyse the opportunities and take decisions.

Content
Unit.1 Theoretical Framework of Business Environment: Concept, significance, nature and elements of business environment – internal and external; changing dimensions of business environment; techniques of environmental scanning and monitoring.

Unit.2 Economic Environment of Business: Significance and elements of economic environment; economic systems and business environment; Government policies – industrial policy, fiscal policy, monetary policy, EXIM policy - public sector and economic development; development banks and relevance to Indian business - economic reforms, liberalization and structural adjustment programmes.

Unit.3 Political and Legal Environment of Business: Critical elements of political environment, Government and business, changing dimensions of legal environment in India: FEMA and Licensing policy, Consumer Protection Act and its allied acts.

Unit.4 Business and its Socio-cultural Environment: Business ethics, business and culture, technological development and social change, changing concepts, social involvement and social audit. Social Institutions and systems; social values and attitudes; social groups; dualism in Indian Society and problems of uneven income distribution; Emerging rural sector in India.

Unit.5 Corporate Social Responsibility: Nature and Scope, meaning, Social responsibility as social obligation; social reaction and social responsiveness – Responsibility towards shareholders, employees, consumers, government and the community – corporate outreach activities and strategies – study of select cases.

Reference
1. Ahulwalia, I.J., Industrial Growth in India, Oxford University Press, Delhi.
**Objective**

On completion of this course the students will be able

- to enhance their decision making abilities in situations of uncertainty and in a dynamic business environment.

**Content**

**Unit 1: Concept of Strategy**
- Defining strategy, levels at which strategy operates,
- Strategic Planning, Strategic Management, Process, Approaches to strategic decision making, Mission and purpose, objectives and goals, Policy, Strategic Business Unit(SBU), Environmental Analysis and Diagnosis: Concept of environment and its components; environment scanning and appraisal; organizational appraisal; strategic advantage analysis and diagnosis; SWOT analysis, SAP analysis.

**Unit 2: Strategy Formulation and Choice of Alternatives**
- Strategies – modernization, diversification, integration; merger, take-over and joint strategies; turnaround, divestment and liquidation strategies; process of strategic choice – industry, competitor and factors affecting strategic choice; generic competitive strategies – cost leadership, differentiation focus, value chain analysis, benchmarking and service blueprinting

**Unit 3: Functional Strategies**
- Marketing, production / operations and R&D plans and policies – Personnel and financial plans and policies.

**Unit 4: Strategy Implementation**
- Inter-relationship between formulation and implementation; issues in strategy implementation; Resource allocation. Strategy and structure; structural considerations, structures for strategies; organizational design and change

**Unit 5: Strategy Evaluation**
- Overview of strategic evaluation; strategic control; techniques of strategic evaluation and control, role of information in strategic control, MIS, MDSS strategic reviews, global issues in strategic management – Strategy audit.

**Reference**


2.7 MANAGEMENT INFORMATION SYSTEM
(Course Code: 2.7 Credit 4 + 0 Marks: 100)

Objectives
On completion of this course, the students will be able to:
- understand, design and implement managerial information processing systems,
- develop information systems for managerial decision making.

Content
Unit 1: Management Information System: Definition, Importance, Systems approach, Role of Management Information system and Management functions – Elements of data processing – Key components of computer systems, conversion of manual to computer based systems, types of computer based applications.


Unit 3: Data Base Management: The business setting, concept of data base, Data base management system, Electronic and Non-Electronic, Data Base Management, Objectives of Data Base Management system, Data base technical overview, Management responsibility.

Unit 4: Data Communication concepts & Computer Network: Fundamentals of Data Communication – Hardware and Software requirements – Data Communications protocols; Computer Networks – Definitions and characteristics of LAN and WAN; Network – Topologies and structures; Network Management and application of New Works.

Unit 5: Information system for decision making: Basic Information system, Decision making management, Information system.

Designing and Implementing Management Information System: Steps in Designing MIS, Implementation of MIS and Evaluation of MIS.

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

- Comprehend ideology, objectives and operations of the non-governmental organization engaged in rural development.
- Analyze rural situation, formulate projects, monitor their progress and evaluate the projects of NGOs.

Content

- Study of origin of NGOs, bye-laws, annual report and financial statements
- Examination of project proposals prepared by NGOs
- Analysis of community involvement in NGOs projects
- Conduct of feasibility studies and pre-funding appraisal exercises
- Development of indicators for monitoring and evaluation of selected projects
- Study of funding process and the donor agency and NGO linkages
- Identification of the difficulties and constraints experienced by NGOs
- Location of the possible solutions for the problems identified

This is a supervised field training. The students will be evaluated by a team of staff members from the department based on their performance, field report and viva-voce.
SEMESTER III

3.1 PARTICIPATORY APPRAISAL AND PROJECT FORMULATION
(Course Code:3.1 Credit 4+0 Marks: 100)

Objectives
- To enable the students to understand the PRA techniques in formulating a project proposal
- To give students a deeper insight into the components of project planning
- To provide them with an overview of approaches, methods and techniques and
- To impart skills in participatory project planning.

Content
Unit – I Basic concepts
- Participatory approaches, Rapport building
- Participatory Rural Appraisal (PRA)
- Rapid Rural Appraisal (RRA)
- Participatory Learning and Action (PLA)
- Features of PRA Philosophy, principles, objectives, and scope
- Origin source of PRA, Types of PRA,
- Concerns and challenges of PRA.

Unit – II Application of PRA methods
- PRA methods
- Space – related PRA methods,
- Time – related methods, Relation methods,
- PRA in project formulation
- Formulating development Projects with people’s participation.
- Methods/techniques of identifying project: Mapping and Diagramming
- Ranking methods, Project formulation and LFA

Unit – III Basic concepts
- Plan, project and programme
- Project Planning, Proposal and Project Planning Matrix
- Project cycle and Project management
- Characteristics of a project
- Types of project.

Unit – IV Project identification
- Methods and techniques of project identification
- Prioritization of projects with people’s participation
- Pre – feasibility study
- Feasibility study and opportunity study.
- Project Appraisal techniques
- Decision Matrix, Systems analysis, Risk analysis.

Unit – V Project format
- Basic and supportive information required for a project
- Rules governing the preparation of Project Proposal
- Common format of a Project proposal
- Preparing a concept note
- Writing up a detailed project proposal
References:

3.2 DEVELOPMENT FUNDING
(Course Code: 3.2  Credit: 4+0  Marks: 100)

Objectives
At the end of the course, the students will be able to:
- Know the concepts of development aid and funding processes
- Get oriented to the financial linkages between the donor agencies and NGOs
- Know the process of monitoring development aid to NGOs by donor agencies.

Content
Unit 1: Concepts
- Aid, Development aid, Forms of aid
- Donor, partner, nodal agencies
- Development ideologies Dependency Syndrome
- Direct and channelised funding, Co-financing

Unit 2: Typology of donors
- Funding sources – individuals, Volunteers, Non-resident communities, corporates, Trusts/foundation, Government sources, donor agencies
- Forms of support - Methods of identification sources – Factors motivating the sources – Reasons for supporting

Unit 3: Strategies and approaches
- Developing a fund raising proposal
- Mode of approaching funding sources
- Qualities of a good funds raiser

Unit 4: Structure and functions
Organizational structure and functions of Donors – Government, Embassies, Foreign Donors, Corporates
Process of funding – Appraisal, Funding monitoring and evaluation

Unit 5: Methods of Fund Raising: Methods of fund raising – Organizing and managing events – Cost of fund raising – Problems in fund raising

Reference
5. Rural Development Management, IGNOU, School of Continuing Education, Book 2.
3.3 MICRO CREDIT MANAGEMENT
(Course code: 3.3 Credit: 4 + 0 Marks: 100)

Objective: On the completion of the course the students will be able to:
- Know the basics of Micro Credit and its components
- Know the process of Micro credit activities and Management

Content

Unit – I  Self Help Groups
- Community Organization: Meaning, salient features, principles
- Self Help Group: Concept and Principles
- Formation of groups: Seeding the concept, regularizing the group level system,
- Important stages in group formation
- Rules and Regulations
- Membership meetings
- Problems in formation of SHG

Unit – II  Savings and Credit
- Savings: Concept, need for saving, methods of saving
- Savings through groups
- Group savings: Meaning, objectives, factors influencing the group saving, difference between individual and group saving, periodicity of savings, fixation of interest on savings.
- Problems in mobilization of savings
- Credit – Principles, purpose, type
- Group lending: Meaning, features, merits
- Sources of funds for SHGs, imperatives of external fund raising, interest on loan

Unit – III  Micro Finance Institution
- Introduction
- Networking
- Promotion of linkages
- Development initiatives of the SHGs
- Promotion of Micro Finance Institutions (MFI)

Unit – IV  Micro-Credit and Enterprises
- Concept and characteristics of rural credit
- Formal and informal sources of credit
- Micro-Enterprises: Need, emergence, objectives, salient features, scope and limitations
- Micro-Enterprises in rural sector
- Challenges and issues in micro-enterprises
Unit – V  Accounting systems in SHGs

- Introduction to Accounts keeping
- Journal and Ledger
- Trial Balance
- Financial accounts and balance sheets
- Accounting books maintained by SHGs
- Grading of SHGs: Objectives, Parameters and Credit Rating Index

Reference:
1. Narayanasamy, N., (et.al.) Mangement of SHGs, Gandhigram Rural Institute, Gandhigram 2008
3.4 PROJECT MONITORING AND EVALUATION
(Course code: 3.4 Credit 4 + 0 Marks: 100)

Objectives: On completion of this course, the students will be able to:
- understand the concept of monitoring and evaluation of projects
- gain skills in monitoring and evaluation of development projects

Content

Unit 1: Concept
Monitoring – Participatory Monitoring
Evaluation – Participatory Evaluation
Terms of reference – Management Information System

Unit 2: Monitoring: Need for project monitoring – Indicators of monitoring – Process and outcome monitoring, Designing a Monitoring system – project management information.

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 & 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 of an on-going project
Evaluation of a completed project

Reference
2. Shrutika Kasor, Project Management, Sumit Enterprises, New Delhi, 2003
3.5 OPERATIONS MANAGEMENT

(Course Code: 3.5  Credit  4 + 0  Marks: 100)

Objective
This course will make the students
· to acquaint the concept of operation methodologies relating to production plants service organization;
· concepts related to industrial engineering.

Content

Unit 2: Work study – Method study, Principles of motion economy Ergonomics – time study, work sampling PMTs – plant location and layout – Plant Location – factors; basic models – Plant layout – types of travel charts – material handling.


Unit 4: 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 5: Case studies in production planning and control


Reference
3.6 INTER DEPARTMENTAL ELECTIVE
(Course code: 3.6 Credit 4 + 0 Marks: 100)
The students of MBA (Rural Project Management) are free to select an elective offered by any department in university.

3.7 VILLAGE PLACEMENT PROGRAMME / VALUES AND SOCIAL RESPONSIBILITIES
(Course code: 3.7 Credit: 0+4 Marks: 100)

Objectives: On completion of the course the students will be able to
• apply the theoretical knowledge in field situation and analyse the field realities with theoretical inputs.

Content
Besides regular item of works implemented during the programme the students may undertake any one of the following activities:
- Preparation of wholistic development plan for a village (or)
- Evaluation of a Development programme (or)
- Development of indicators for monitoring and evaluation of a development project (or)
- Training Needs Assessment (or)
- Assessing Development Issues

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

Organizational efficiency and performance are intricately interlinked with industrial relations. This course is an attempt to appreciate the conceptual and practical aspects of industrial relations at the macro and micro levels.

Course Contents

Unit 1. Industrial Relations Perspectives; Industrial Relations and the Emerging socio-economic Scenario;

Unit 2. Industrial Relations and the State; Legal Framework of Industrial Relations;

Unit 3. Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management;

Unit 4. Discipline and Grievance Management; Negotiation and collective Settlements; Participative Management and Co-ownership;

Unit 5. Productive Bargaining and Gain Sharing; Employee Empowerment and Quality Management; Industrial Relations and Technological Change.

Suggested Readings

4.1.2 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS
(Course Code 4.1.2 Credit 4+0 Marks 100)

Objectives
Understanding of the legal framework is important for the efficient decision making relating to man management and industrial relations. The course aims to provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

Course Contents
Unit 1 Emergence and Objectives of Labour Laws and their Socio-economic Environment; Industrial Relations Laws – Laws Relating to Industrial Disputes,
Unit 2 Trade Unions, and Standing Orders; Laws Relating to Discharge, Misconduct, Domestic Enquiry, Disciplinary Action; Social Security Laws
Unit 3 Laws Relating to Workmen’s Compensation, Employees’ State Insurance, Provident Fund, Gratuity and Maternity Relief; Wages and Bonus Laws, The Law of Minimum Wages, Payment of Wages, Payment of Bonus;
Unit 4 Laws Relating to Working Conditions, The Laws Relating to Factories, Establishment, and Contract Labour;
Unit 5 Interpretations of Labour Laws, their Working and Implications for Management, Union, Workmen; The Economy and the Industry.

Suggested Readings
Objectives

The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the course participants to manage the Training systems and processes.

Course Contents

Unit 1 Training Process – an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function;

Unit 2 Training Needs Assessment and Job Analysis, Designing Training Programme, Lesson Planning; Learning Process;

Unit 3 Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; and estimation of training costs.

Unit 4 Facilities Planning and Training Aids; Training Communication; Trainer and his role in training.

Unit 5 Training Evaluation; Why evaluation, Evaluation at different stages of training, Evaluation tool and Evaluating methods.

Suggested Readings

Objectives

The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, and Development in organizations.

Course Contents

Unit 1  Macro Level Manpower Planning and Labour Market Analysis; Organisational Human Resource Planning;

Unit 2  Stock Taking; Work Force Flow Mapping; Age and Grade Distribution Mapping;

Unit 3  Models and Techniques of Manpower Demand and Supply Forecasting; Behavioural Factors in Human Resource Planning; Wastage Analysis;

Unit 4  Retension; Re deployment and Exit Strategies; Career Management and Career Planning; Performance Planning; Potentials Appraisal and Career Development;

Unit 5  HRD Climate; Culture; QWL and Management of Change; TQM and HRD Strategies; HRD in Strategic Organisations; Human Resource Information System; Human Resource Valuation and Accounting.

Suggested Readings

4.2.1 CONSUMER BEHAVIOUR
(Course Code: 4.2.1 Credit: 4+0 Marks: 100)

Unit 1. Consumer: Meaning and definition, Significance of Consumer, Distinction between Consumer and Customer, Buyers and Users - Development Marketing Concept - Consumer Behaviour Applications in Marketing.


Unit 4 Consumer Decision Process – Post Purchase Behaviour; Post Purchase Dissonance – Dissatisfaction Responses; Implications for Marketers – Ideal Product Model – Case of Whirl Pool.

Unit 5 Organizational Buyer Behaviour: - Buyer Characteristics – Factors Influencing Organization of Buyer – Organizational Buyer Decision and the Process – Performance Evaluation – Case of Satyam Plastics.

Reference:

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
4.2.2 SERVICES MARKETING
(Course Code: 4.2.2 Credit 4 + 0 Marks: 100)

Objective
To understand the Marketing Concept, Strategies and Practices in Services


Unit 2: Services Strategy – Strategic planning process – market oriented service strategy – the service triangle - Services marketing mix – Strategy implementation and Control.


Unit 4: Customer Relationship Management – Meaning - traditional marketing vs relationship marketing – marketing of relationship – CRM in Marketing – Successful approaches to CRM.

Unit 5: Services marketing in India – Marketing of banking services: a case of SBI – Marketing of transport services: a case of TNSTC – Marketing of Educational Services; a case of Amirtha Institutes of Education.

Reference:
2. Dr. B. Balaji (2008), “Services Marketing and Management”S. Chand publishers Ramnagar, New Delhi , India.

The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
4.2.3 INTERNATIONAL MARKETING

(Course Code: 4.2.3 Credit 4 + 0 Marks: 100)

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

Unit 1: International marketing—Definition, Concept—distinction between international trade, marketing and business—International marketing environment—International economic institutions: World Bank, IMF, UNCTAD, WTO, Customers Union, Common markets—Recent trends in world markets.

Unit 2: Constraints on international marketing; Fiscal and Non-Fiscal barriers, Non-tariff barriers—Trading partners: bilateral trade agreements, Commodity agreements and GSP.

Unit 3: India and world trade; Import and Export policy under WTO agreement—Institutional infrastructure for export promotion council, public sector trading agencies, ECGC, Commodity boards with reference to food grains.

Unit 4: Export document and procedures; Registration of exporters, export quotation, production and clearance of goods for export, Negotiations of documents—export finance and assistance.

Unit 5: International marketing mix: Identification of markets—marketing strategies on product, price, distribution and promotion—marketing of joint ventures.

Reference:
5) Pripalomi, V.H. International Marketing", Prentice Hall.
8) The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
Objective: To understand the concept, and techniques of retail management

Unit 1: Retailing System: Meaning, Definition, Features – Significance - Structure – marketing concepts in retailing.

Unit 2: Retail Store location – Traffic flow and analysis – place of purchase – exteriors and layout – customer traffic flow and pattern – Creative display.


Unit 4: Direct marketing: Inclusive and Exclusive shops for retail outlets – Chain Stores – Discount Stores – Retailing through the internet – role of IT.

Unit 5: Salesmanship: Meaning, Definition – features of Good Salesmanship – Sales force management – Sales quota and target – Salesman productivity and Compensation.

Reference:


The list of cases and specific references including recent articles and reports will be announced in the class at the time of launching of the course.
SPECIALISATION IN FINANCIAL MANAGEMENT
4.3.1 MANAGEMENT OF FINANCIAL SERVICES
(Course Code: 4.3.1 Credit 4 +0 Marks 100)

Objectives
The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents

Unit 1. Financial System and Markets: Concept, Nature and Scope of financial Services; Regulatory Framework for Financial Services; Management of Risk in Financial Services;

Unit 2. Stock Exchange Operations: Mutual Funds; Merchant Banking Services; Managing of issue of shares and bonds-mobilizing of Fixed Deposits-Inter-Corporate Loans

Unit 3. Other Financial Services-Leasing and Hire Purchase; Debt Securitization; Housing Finance; Credit Rating; Credit Cards; Banking and Insurance;

Unit 4. Venture Capital, Factoring for Failing and Bill Discounting,

Unit 5. Tax Environment and Financial Services; Pricing Financial Services.

Suggested Readings
4.3.2 PROJECT PLANNING, ANALYSIS AND MANAGEMENT
(Course Code: 4.3.2 Credit 4 +0 Marks 100)

Objectives

The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management.

Course Contents

Unit 1. Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties;

Unit 2. Market Demand and Situational Analysis; Technical Analysis; Financial Analysis; Analysis of Project Risk; Firm Risk; Market Risk; Social Cost Benefit Analysis: Multiple Projects and constraints;

Unit 3. Network Techniques for Project Management; Project Review and Administrative Aspects;

Unit 4. Project Financing in India; Problem of Time and Cost Overrun in Public Sector Enterprises in India; Assessment of the Tax Burden; Environmental Appraisal of Projects.

Unit 5. Preparation of a detailed project proposal

Suggested Readings

4.3.3 MANAGEMENT OF FINANCIAL INSTITUTIONS
(Course Code: 4.3.3 Credit 4 +0 Marks 100)

Objectives
The objective of this course is to discuss the specific financial management problems of financial institutions including a detailed study of the working of the leading financial institutions in India.

Course Contents
Unit 1. The Role and Importance of Financial Institutions; Financial Management Models and their application in financial Institutions; Application of the Wealth maximization Model to Financial Decisions;

Unit 2. Evaluating Risks and Returns of Assets and Liabilities of financial Institutions; Flow of fund analysis; Borrowing and lending behaviour of Financial Institutions;

Unit 3. Interest rate analysis; interest rates in the financial system; yield curve; risk and inflation

Unit 4. Financial Management of Commercial Banks; Banking law and regulation; Provisions of RBI’s operations; credit and monetary planning; insurance companies; Thrift institutions; Development Banks; Role of Development Banking in Industrial Financing in India; Capital Adequacy and capital planning; Strategy of growth

Unit 5. Problems of time and cost over runs; financial planning of financial Institutions; Financial goals and Proforma statements; working and organization of different financial institutions in India like IFCI, ICICI, IDBI, UTI, LIC, Mutual funds, International aspects of Financial institutions.

Suggested Readings
4.3.4 MANAGEMENT OF MICRO FINANCE
(Course Code: 4.3.4 Credit 4 +0 Marks 100)

Objectives
The main objective of this course is to help students to learn about 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; Advantages; Micro-finance and socio-economic development; Micro finance environment in India and Abroad.

Unit 2. Micro-credit and Micro-finance models


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


4.5 PROJECT WORK
(Course Code: 4.5  Credit: 0 + 8  Marks: 200)

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
- 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

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

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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.

4.6. INTERNSHIP
(Course Code: 4.6  Credit: 0 + 8  Marks: 200)

The student may be placed for a period of four weeks in any of the following sectors:
- Corporate sector (CSR Division)
- Donor agencies
- Banking institutions
- NGOs
- Govt. Projects

This is 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

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