

# **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**

Course Code	Name of the Course	No. of Credit	Field Practical	Duration of Exams Hours	Lecture Hrs/Week	Evaluation		
						CFA%	ESE %	Total Marks
<b>Semester I</b>								
1.1	Management Thought and Process	4+0	-	3	4	40	60	100
1.2	Managerial Economics	4+0	-	3	4	40	60	100
1.3	Accounting for Management	4+0	-	3	4	40	60	100
1.4	Organizational Behavior and Organizational Design	4+0	-	3	4	40	60	100
1.5	Introduction to Computers and SPSS (Theory and Practical)	2+2	2	3	4	40	60	100
1.6	Entrepreneurship	4+0	-	3	2	40	60	100
1.7	Rural Development Issues	4+0	-	3	4	40	60	100
1.8	VPP (one week)	0+4	One week	-	4	100	-	100
	<b>Total</b>	<b>26+6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>380</b>	<b>420</b>	<b>800</b>
<b>Semester II</b>								
2.1	Human Resource Management	4+0	-	3	4	40	60	100
2.2	Marketing Management	4+0	-	3	4	40	60	100
2.3	Financial Management	4+0	-	3	4	40	60	100
2.4	Research Methodology	4+0	-	3	4	40	60	100
2.5	Business Environment and Policy	4+0	-	3	4	40	60	100
2.6	Strategic Management	4+0	-	3	4	40	60	100
2.7	Management Information System	4+0	-	3	4	40	60	100
2.8	Summer Training (four weeks during summer)	<b>0+8</b>	<b>30 days</b>	<b>Viva voce</b>		<b>200</b>		<b>200</b>
	<b>Total</b>	<b>28+8</b>		<b>-</b>	<b>-</b>	<b>480</b>	<b>420</b>	<b>900</b>
<b>Semester III</b>								
	<b>Department Specialization: Rural Project Management</b>							
3.1	Participatory Appraisal and Project Formulation	4+0	-	3	4	40	60	100
3.2	Development funding	4+0	-	3	4	40	60	100
3.3	Micro Credit Management	4+0	-	3	4	40	60	100
3.4	Project Monitoring and Evaluation	4+0	-	3	4	40	60	100
3.5	Operations Management	4+0	-	3	4	40	60	100
3.6	Inter Departmental Elective	4+0	-	3	4	40	60	100
3.7	VPP (one week)	0+4	4	-	-	100	-	100
	Summer Training Evaluation	0+4	4			100	-	100
	<b>Total</b>	<b>24+8</b>	<b>8</b>			<b>440</b>	<b>360</b>	<b>800</b>

@ 3.6 Inter-Department Electives: The four courses offered (3.1 to 3.4) for departmental specialization will be electives for other departments.

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Course Code	Name of the Course	No. of Credit	Field Practical	Duration of Exams Hours	Lecture Hrs/Week	Evaluation		
						CFA%	ESE %	Total Marks
Semester IV . <b>Specialization 2. Functional Areas of Management (any one of the areas)</b>								
<b>4.1</b>	<b>Human Resource Management (or)</b>							
4.1.1	Management of Industrial Relations	4+0				40	60	100
4.1.2	Legal Framework Governing Human Relations	4+0				40	60	100
4.1.3	Management Training and Development	4+0				40	60	100
4.1.4	Human Resource Planning and Development	4+0				40	60	100
<b>4.2</b>	<b>Marketing Management (or)</b>							
4.2.1	Consumer Behaviour	4+0				40	60	100
4.2.2	Services Marketing	4+0				40	60	100
4.2.3	International Marketing	4+0				40	60	100
4.2.4	Management of Retail Business	4+0				40	60	100
<b>4.3</b>	<b>Financial Management</b>							
4.3.1	Management of Financial Services	4+0				40	60	100
4.3.2	Project Planning Analysis and Management	4+0				40	60	100
4.3.3	Management of Financial Institutions	4+0				40	60	100
4.3.4	Management of Micro finance	4+0				40	60	100
4.5	Internship 4 weeks * during summer	0+8	30 days	Viva-voce		100	100	200
4.6	Project work	0+8	During 3 <sup>rd</sup> and 4 <sup>th</sup> Semesters		-	100	100	200
		<b>16+16</b>		-	-	<b>260</b>	<b>340</b>	<b>800</b>

**\* 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.**

## SEMESTER I

### **1.1 MANAGEMENT THOUGHT AND PROCESS**

(Course Code: 1.1 Credit 4 + 0 Marks: 100)

#### **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. James A.F. Stoner, R. Edward Freeman, and Daniel R. Gilbert, **Management**, Pearson, New Delhi, 2005.
2. Lewis A. Allen, **Management and Organization**, McGraw Hill Publications, Tokyo.
3. Earnest Dale, **Management Theory and Practice**, McGraw Hill Publications, Tokyo.
4. P.C. Thripathy and P.N. Reddy, **Principles of Management**, Tata McGraw Hill, New Delhi, 1992.
5. Heinz Weibrich and Harold Koontz, **Management**, Schaum Division, McGraw Hill, Inc., New Delhi, 1993.
6. S.K. Kapur, **Principles and Practice of Management**, S.K. Publishers, New Delhi, 1994.
7. Prasad, **Principles and Practice of Management**, S. Chand & Co, Delhi,
8. Stephen P. Robbins and Mary Coulter, **Management**, Prentice Hall of India, New Delhi, 2004.
9. George R. Terry and Stephen G. Franklin, **Principles of Management**, AITBS, Publishers and Distributors, New Delhi, 2005.
10. Heinz Wehrich and Harold Koontz, **Management: A Global Perspective**, McGraw Hall, New York, 1993.

## **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 2 Demand Analysis and Theory of Consumer Choice:** Individual and market demand functions – Law of demand, determinants of demand, Elasticity of demand – Using 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-Cardinal utility approach-Indifference curve approach-Revealed Preference Theory of consumer choice.

**Unit 3 Production Theory:** Production function – Types of production function, Isoquant approach, Cobb – Douglas production function and its properties – Law of variable proportions – Law of returns to scale - Economies of scale, short run and long run cost function - nature, shape and inter relationship- Break Even Analysis - Linear Programming (graphical method) - Input - Output Analysis.

**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.

**Unit 5 Managing Business:** Business Cycle, features and phases of Business Cycle – inflation and Deflation - Factors causing Inflation and Deflation – Measures to control Business Cycle and inflation.

### **Reference**

1. Baumol William. J, **Economic Theory and Operations Analysis**, Prentice Hall, London, 1973.
2. Dean Joel, **Managerial Economics**, Prentice Hall, Delhi, 1951.
3. Goplakrishna.D., **A Study in Managerial Economics**, Himalaya Publishing House, Mumbai, 1994.
4. Haynes, W.W., and Henry, W.R., **Managerial Economics: Analysis and Cases**, Business Publication, Davao, 1974.
5. Varian, H.R. **Intermediate Microeconomics**, Norton, New York, 1993.
6. Varshney R.L., and Maheshwari K.L., **Managerial Economics**, Sultan Chand and Sons, New Delhi, 2006.
7. Hagul,D.C., **Managerial Economics – Analysis for Business Decisions**, Longsasan, London, 1969.
8. Ahuja, H.L., **Managerial Economics – Analysis if Managerial Decision Making**, S.Chand and Company Ltd., New Delhi, 2007.
9. Jhingan, M.L., and Stephen, J.K., **Managerial Economics**, Vrinda Publications (P) Ltd., New Delhi, 2006.
10. Nemmers, Erwin Esses, **Managerial Economics, Text and Cases**, John b & sons, New York, 1967.

### **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 3 Analysis and Interpretation of Financial Statement:** Concept – Tools for financial statement - Analysis: Comparative and commonsize statements – Ratio analysis – Flow statements.

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

**Unit 5 Budgeting control:** Concept. Uses and limitations of budget and budgetary control – Types of budget – Functional budget – Fixed and flexible budget – Zero-based budgeting.

#### **Reference**

1. Ghosh: T.P; '**Fundamentals of Accounting**', S. Chand & Co, New Delhi
2. Bhattacharya.S.K. and John Dearden; '**Accounting for Management**' **Text and cases**; Vani Book House, New Delhi; 1984.
3. Hingorani & Ramanthan, '**Management Accounting Problems and Solutions**'; S.Chand & Co; 2003.
4. Horngren, Charles, T.; '**Introduction to Management Accounting**', Prentice Hall of India, 1984.
5. Vij. Madhi, '**Financial and Management Accounting**', Anmol Publications, New Delhi 1997.
6. Khan & Jain: '**Management Accounting**', IV Edition, Tata McGraw Hill Publications, New Delhi, 2002.
7. Murthy; '**Cost Analysis for Management Decisions**, Tata McGraw Hill Publications, New Delhi, 2002.
8. Ghosh. T.P., '**Fundamentals of Management Accounting**, Excel Books, 2003.
9. Anthony A.Atkinson, Robert S.Kaplan and S.Mark Young, '**Management Accounting**, Pearson Prentice Hall, 2005
10. Nitin Balwani, '**Accounting and Finance for Management**, Excel Books, New Delhi, 2000.

## **1.4 ORGANISATIONAL BEHAVIOUR AND ORGANISATIONAL DESIGN**

(Course Code: 1.4 Credit 4 + 0 Marks: 100)

### **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, Stacy 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; Hersey 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**

1. Davis Ketih, **Human Behaviour at Work**, 1993.
2. Gregory Moorhead and Griffin, Ricky W: **Organisational Behaviour**, Houghton Mifflin Co., Boston, 2000.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson, **Management of Organisational Behaviour: Utilizing Human Resources**, Prentice Hall, New Delhi, 1993.
4. Luthan, Fred, **Organisational Behaviour**, McGraw Hill, New York, 2005.
5. Robbins, Stephen P and Mary Coulter, **Management**, Prentice Hall, New Delhi, 1998
6. Robbins, Stephen P, **Organisational Behaviour**, Prentice Hall, New Delhi.
7. Steers, Richard M. and J Stewart Black, **Organisational Behaviour**, Harper Collins College Publishers, New York, 1991.
8. Sukla, Madhukar, **Understanding Organisations: Organisation Theory and Practice in India**, Prentice Hall, New Delhi, 1994.

**1.5 INTRODUCTION TO COMPUTERS AND SPSS (THEORY AND PRACTICAL)**

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

- Unit 1:** Computer: Definition – anatomy of a computer - generations of Computers - types of computers-storage devices: Floppy disk-hard disk-optical disk – computer terminologies-input and output devices.
- Unit 2:** Introduction to windows: Using mouse-icons-files and folders-creating-copying-moving-deleting and renaming-searching.
- 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:**

1. PC Software for Windows, R.K. Taxali, Tata-McGraw Hill publishing, New Delhi.
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 1: Concept of Entrepreneurship** – Entrepreneurship as a Career – Entrepreneurial traits, types; Innovation and Entrepreneurship – Theories of Entrepreneurship Development – Knowledge, Skill required for an Entrepreneur – Development of Women Entrepreneurs-Prospects and Problems of Entrepreneurship in Rural Sector – Entrepreneurship: Growth and trends in India since 1950s.

**Unit 2: Entrepreneurial Motivation and Competencies** – Motivation Theories, Factors Motivating Achievement – Major Entrepreneurial Competencies, Developing Competencies – Experiences with Entrepreneurship Development Programme in India: Planning, Implementation and Evaluation.

**Unit 3: Identifying and Evaluating Business Opportunities:** Ideas and Opportunities – Sources of new ideas- Problem solving approach for Decision Making – Feasibility study on input requirements – Source and Criteria of financing – Fixed and working capital assessment – Human Resource Mobilization -Technical Assistance – Marketing Assistance – Legal formalities and Growth Strategies – Documentation.

**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**

1. Shukla M.B. **Entrepreneurship and Small Business Management**, Kitab Mahal, 2003, Agra.
2. Ashis Gupta **Indian Entrepreneurial Culture**, Wishwa Prakashan Ltd., Surrey, UK.,1994.
3. Colombo Plan **Entrepreneurship Development**, Staff College Tata McGraw-Hill, New Delhi, 1998 for Technician Education
4. Malli D.D. **Training for Entrepreneurship and Self-Employment**. Mittal, New Delhi, 1999
5. Khanka S.S. **Entrepreneurial Development**, S Chand & Co., New Delhi
6. Batra G.S. **Development of Entrepreneurship**, Deep & Deep, Delhi, 2002.
7. Dhameja S.K. **Women Entrepreneurs : Opportunities, Performance, Problems**, Deep & Deep, Delhi, 2002.
8. Cliffton, Davis S and Fyfie, David E. **Project Feasibility Analysis**, John Wiley, New York, 1977.
9. Desai., A.N **Entrepreneur & Environment** Ashish, New Delhi, 1990.
10. Drucker, Peter **Innovation and Entrepreneurship** Heinemann, London.
11. Jain Rajiv **Planning a Small Scale Industry: A Guide to Entrepreneurs**, S.S. Books, Delhi, 1984.
12. Kumar.S.A. **Entrepreneurship in Small Industry**, Discovery, Delhi, 1990.
13. McClelland. D C **Motivating Economic Achievement**, Free Press, New York, 1969.
14. Pareek Udai Venkateswara Rao.T. **Developing Entrepreneurship – A Handbook on learning systems**, Learning Systems, Delhi, 1978.
15. Subramanian.R. **Rural Entrepreneurship**, Faculty of Rural Development, Gandhigram Rural Institute, 1988.
16. Robert D.Hisrich and Michael P.Paters, **Entrepreneurship**, Tata McGraw hill, New Delhi, 2002.

**1.7 RURAL DEVELOPMENT ISSUES**

(Course Code:1.7 Credit 4 + 0 Marks: 100)

**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.1 Rural Development:** Concepts and Dimensions – rural urban dichotomy – trickle down theory, dualistic theory, Myrada's backwash effect theory – system approach to Rural Development – strategies and programmes of rural development under Five Year Plans.

**Unit.2 Resources Centred Issues : Population:** Growth of population – Poverty – feminization of poverty – gender and development – HDI – HPI – poverty alleviation measures – changing paradigm – new economic reforms and rural development, social safety nets for poor – Land related issues, water related issues.

**Unit.3 Rural Banking Centred:** Development banking – social banking – banking structure: commercial banks, cooperative, RRBS constraints in credit delivery system - NABARD and rural development – micro finance.

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

**Unit.5 Rural Development administration:** New Panchayati Raj System – NGOs in rural development – Information technology and village development – Village Resource Centres, e-governance – people's participation in rural development – participatory planning / micro level planning.

**References**

1. Venkata Reddy, K. (2000), **Rural Development in India** – Himalaya Publication House, New Delhi.
2. Maheswari, S. (1985), **Rural Development in India – A Public Policy Approach**, Sage, New Delhi.
3. Hoshiar Singh, (1995), **Administration of Rural Development in India**, Sterling, New Delhi.
4. Lalitha, N. "**Rural Development – Trends and Issues**", Dominant Publisher, New Delhi.
5. M.L.Seth, **Theory and Practice of Planning**, S.Chand & Co., New Delhi, 1987.
6. Katar Singh, **Rural Development : Principles, Policies and Management**, Sage Publication, New Delhi, 1999.

**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.

## SEMESTER 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 3: Compensation Function:** Job evaluation – primary compensation – individual pay determination – incentive compensation: types, advantages, requisites – Wages system in India – wages and incentives, profit sharing, regulation of payment of wages – collective bargaining.

**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**

1. Edwin B. Filppo, **Personnel Management**, McGraw Hill Book Company, New Delhi, 1984.
2. Akuja K.K., **Personnel Management**, Kalyani Publishers, New Delhi, 1992.
3. Arun Monappa & Mirza S.Saiyadain, **Personnel Management**, Tata McGraw Hill Publishing Company, New Delhi, 1979.
4. ICA, **Readings in Cooperative Management**, New Delhi, 1977.
5. Miekovich & Boudreau, **Personnel : Human Resource Management**, All India Traveller Bookseller, Delhi, 1990.
6. Pattanayak, Biswajeet, **Human Resource Management**, Prentice Hal of India, New Delhi, 2001.
7. Sivaprakasam, P., **Personnel Management in Central Cooperative Banks in India**, Kanishka Publishers, New Delhi.
8. Sivaprakasam.P, **Women Employees Status and Satisfaction**, Kanishka Publications, New Delhi.

## **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 1: Meaning and Definition of Marketing:** Importance – Functions – Nature and scope of marketing – Marketing Environment – Market Segmentation – Criteria for market segmentation – Elements of market segmentation – Factors influencing market segmentation.

**Unit 2: Buyer Behaviour and Motivation:** Meaning of buying Motives – Diffusion Process – List of basic needs, Maslow's Hierarchy of needs – Festinger's Theory of Cognitive Dissonance – Stages of and participants in buying process – Techniques of Motivation Research – Sales forecasting – Objectives, importance, Role, Process and Limitations.

**Unit 3: Importance of product:** Classification of goods – Product mix – Product Life Cycle – Product planning – Importance. Pricing Decisions – Objectives and Advantages of Pricing Decisions – Factors affecting pricing decisions – Kinds of Pricing – Process of price Determination.

**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.

**Unit 5: Emerging marketing environment in India:** Super Markets – Departmental Stores– Service marketing – Functionaries – Rural Marketing – Marketing Research concepts and Techniques.

### **Reference**

1. Philip Kotler, '**Principles of Marketing Management**', Prentice Hall of India; New Delhi, 1997.
2. Varshney & Gupta; **Marketing Management**, S.Chand & Co, New Delhi
3. Gupta S.L. and Sumitrapal; **Consumer Behaviour**; S.Chand & Co, Delhi
4. Nair Rajan; **Marketing**; S.Chand & Co, New Delhi 2002.

## **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 1: Financial Management:** Concept – Goals – Functions – Concepts of value and return: Time value of money – Compounding and Discounting – Risk and return trade off.

**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.

**Unit 3: Financial Decisions:** 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 4: Working Capital Management:** 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 5: Dividend Decisions:** Issues in dividend policy, Walter's model, Gordon's model M.M. Hypotheses – Objectives of dividend policy – Practical considerations – Forms of dividend.

### **Reference**

1. James C.Van Horne - **Financial Management and policy**, Prentice Hall of India, New Delhi, 1985.
2. Johnson.R.W. – **Financial Management**, Prentice Hall of India, 1986.
3. Brigham.E.F. – **Financial Management – Theory and Practice**, Dryden Press, Illinois 1986
4. Pandey.I.M. – **Financial Management**, Vikas Publishing House, New Delhi, 2006
5. Khan and Jain – **Financial Management**, Tata McGraw Hill, Bombay 2005.
6. Munshi.K.G. – **Financial Management Techniques**, Arina publishers, Delhi
7. Bowlin – **Guide to Financial analysis**, Tata McGraw Hill Bombay 1996.
8. Chandra, Prasanna; **Financial Management Cases**, Prentice Hall, Delhi, 2005.
9. Peterson; **Financial Management and Analysis**, McGraw Hill Publications; New York; 2001.
10. Chandra Prasanna; **Financial Management; Theory and Practice**, Tata McGraw Hill, Publications; New Delhi 1998.
11. V.K.Bhalla, **Financial Management and Policy: Text and Cases**, Anmol Publications, New Delhi, 2006.
12. Maheswari S.N., **Financial Management : Principles and Practice**, Sultan Chand & Sons, New Delhi, 2004.

## **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 1: Introduction:** Research- Nature and scope-definition-objectives-types- Research Ethics, Research skills.

Research Process – Identifying and Prioritizing problems - theoretical framework-Review of literature, variables – its types and measurement of variables - Hypothesis – formulation and testing.

**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, Kolmogorov – Smirnov test, rank test.

### **Text Books:**

- 1) Beri G.C., Marketing Research, New Delhi: Tata Mcgraw-Hill Publishing Company Limited, 2000.
- 2) Donald R. Cooper, Business Research Methods, New Delhi: McGraw-Hill International Editions, 1998.
- 3) Gupta S.P. & M.P. Gupta, Business Statistics, New Delhi: Sultan Chand & Sons, 2006
- 4) Hooda R.P. Statistics for Business and Economics, New Delhi Macmillan Ltd., 2003.
- 5) Shajahan Dr. S. Research Methods for Management (Text and Cases), New Delhi: Jaico Publishing House, 2006.
- 6) Krishnaswamy. O.R. Methodology of Research in Social Sciences, Himalaya Publishing House, Bombay 2002.

**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.
2. Ahuja, H.L., **Analysis of Economic System and Macro Economic Theory**, S. Chand & Co., New Delhi, 1986
3. Bhushan, Y.K. **Fundamentals of Business Organisation and Management**, S. Chand & Co., New Delhi, 1995
4. Gupta., D.C., **Indian Government and Policies**, Vikas Publishing, Delhi.
5. Michael, U.P., **Business Policy and Environment**, S.Chand & Co., Delhi.
6. Sampat Mukherji, **Economic Environment of Business**, New Central Book Agency, Calcutta, 1994.
7. .Sivaprakasam.P and Rajmohan.S, **Consumer Empowerment: Right and Responsibilities**, Kanishka Publication, New Delhi
8. Farooq Khan.A., **Business and Society**, S.Chand & Co., New Delhi, 1985
9. Cherunilam, Francis; **Business and Government**; Himalaya Publishing House, Mumbai; 2005.
10. Donnelly, Gibson and Lvancevich, **Fundamentals of Management**, Irwin Mc.Graw Hill, Boston, 10<sup>th</sup> edition, 1998.
11. George G.Brenkert (ed) **Corporate Integrity and Accountability**, Sage Publications, New Delhi.
12. Shaikh Saleem, **Business Environment**, Pearson, Delhi, 2005.



## 2.6 STRATEGIC MANAGEMENT

(Course Code: 2.6 Credit 4 + 0 Marks: 100)

### 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, bench marking and service blue printing

**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

1. Aswathappa, K., **Business Environment for Strategic Management**, Himalaya Publishing House, New Delhi, 1996.
2. Cherunilam, Francis, **Strategic Management**, Himalaya Publishing House, New Delhi, 2005.
3. Hax-Majluf, **Strategy Concept and Process, Pragmatic Approach**, Prentice Hall, New Delhi, 1988.
4. Hatten – Hatten, **Effective Strategic Management Analysis and Action**, Prentice Hall, New Delhi.
5. Srivastava, R.M., **International Strategic Management**, Himalaya Publishing House, New Delhi.
6. Srinivasan. R., **Strategies Management : The Indian Context**, New Delhi, 2005.
7. Azhar Kazmi, **Business Policy and Strategic Management**, Tata McGraw Hill, New Delhi, 2002.

## **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 2: System Development:** Overview of Systems Analysis and Design – System Development Life Cycle – Designing on line and Distributed environments – Design consideration, Implementation and control of projects.

**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**

1. Robert G. Murdick, - et.al., **Information systems for modern management**, Prentice Hall of India Pvt. Ltd, New Delhi.
2. Gordon B. Davis – **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 –, **Introduction to computers systems and applications**, Himalaya Publishing House, Bombay 1995.
5. Goyal G.P.– **Management Information System (MIS) Concept and applications** – Deep and Deep Publishers – New Delhi 1994.

**2.8 SUMMER TRAINING IN VOLUNTARY SECTOR**

(Course Code:2.8 Credit 0 + 8 Marks: 100)

**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 constrains 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, filed 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 in to 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:**

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-400 004, 1997.
3. Bhavesh M Patel, **Project Management**, Vikas Publishing House Pvt.Ltd., New Delhi 2000.
4. Hattlas 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. Narayan. B, **Project Mngement**, 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.

### **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**

1. Michael Norton, Murray Culshaw, **Getting Started in Fundraising**, Sage publications, New Delhi, 2000.
2. Crackwell, Basil, **Evaluating Development Aid**, sage Publications, London 2000.
3. Schabbel, Cristian, The value chain of Foreign Adi, (sourced from Website). 2007.
4. Disability Awareness in Action: **Fund Raising**, published by Disability Awareness in Action, London Resource Kit No.5
5. **Rural Development Management**, IGNOU, School of Continuing Education, Book 2.
6. Project Evaluation: **A Guide for NGOs, ODA Overseas Development Administration**, June 1993.
7. Partha Dasgupta, Amertya Sen and Stephen Marglin, **Guidelines for Project Evaluation**, Oxford & IBH Publishing Co., New Delhi, 1972.
8. Britha Mikkelsen, **Methods for Development Work and Research**, Sage Publications, New Delhi, 2005.

### **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
2. Mahewwari. S.N. and. Maheshwari .S.K, **Fiancial Accounting**, Vikas publishing house, New Delhi, 2002.
3. Thomas Fisher and M.S. Sriram, **REXONG Micro – Credit – putting Development Back into Mocro-finance**, Vistar publications, New Delhi, 2006.
4. Malcolm Harper, **Practical Micro-finance – A training Guide for south Asia**, Vistar publications, New Delhi.



### **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**

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.

### **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 1: Managements of Production systems:** Managements of Production systems and types – Principles of scientific management , productivity concept and measurement Product engineering – production life cycle – value engineering – simplification – standardization and diversification.

**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 3: Materials Management:** Importance and functions of materials management in industries – purchasing methods – stores Management – Bill of materials – inventory management, order – level order – quantity, q system – p system and mini max system and selective inventory control – JIT techniques.

**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**

**Industrial Laws** – Factory Act, Workmen's Compensation Act. Labour Welfare Acts, pollution control Acts.

#### **Reference**

1. Gopalakrishnan, P. and Sunderesan M., **Material Management – An Integrated Approach**, Prentice Hall of India, New Delhi 1978.
2. Khanna.O.P. **Industrial engineering and Management: Text and Cases**, Dhanpat Raj, Delhi,1983.
3. Shore, B., **Operations Management**, McGraw Hill (TMH) New Delhi 1973.
4. Juran, D.M and F.M Gryna, **Quality, Planning and Analysis**, Tata McGraw Hill, New Delhi, 1980.
5. Elsayed, E.A and T.O Boucher, **Analysis and Control of Production System**, Englewood Cliffs,1985.
6. Chary, S.N. **Production Operations Management**, Tata McGraw Hill Publishing Company Ltd, New Delhi,1998
7. Varma, M.M., **Materials Management**, S.Chand & Co, New Delhi, 2002.
8. Sharhmey, **Productivity Management: Concepts and Techniques**, Tata McGraw Hill Co, New Delhi, 2000
9. Juran, **Quality Planning and Analysis**, (3<sup>rd</sup> Ed) Tata McGraw Hill Co., New Delhi, 2002.

**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.

**SEMESTER IV**  
**SPECIALIZATION IN HUMAN RESOURCE MANGEMENT**  
**4.1.1 MANAGEMENT OF INDUSTRIAL RELATIONS**  
 (Course Code 4.1.1 Credit 4+0 Marks 100)

**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**

1. Kochan, T.A & Satz Henry, Collective Bargaining and Industrial Relations, 2<sup>nd</sup> ed. Homewood, Illinois, Richard D. Irish, 1988.
2. Mamkoottam, K. Trade Unionism, Myth and Reality, New Delhi, Oxford University Press, 1982.
3. Niland J.R. etc. The Future of Industrial Relations. New Delhi, Sage, 1994.4.
4. Papola, T.S & Rodgers, G. Labour Institutions and Economic Development in India Geneva, ILO, 1992.
5. Ramaswamy, E.A. The Rayon Spinners The Strategic Management of Industrial Relations, New Delhi, Oxford University Press, 1994.
6. Virmani, B.R., Participative Management vs. Collective Bargaining, NEW Delhi, Vision Books, 1988.
7. Webb, Sidney & Webb, Beatrice, Industrial Democracy, Melbourne, Longman, 1987.

### 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

1. Ghaiye, B.R. Law and Procedure of Departmental Enquiry in Private and Public Sector, Lucknow, Eastern Law Company, 1994.
2. Malhotra, O.P. The Law of Industrial Disputes. Vol. I and II,
3. Bombay, N.M Tripathi, 1985.
4. Malik, PL. Handbook of Industrial Law, Lucknow, Eastern Book,
5. 1995
6. Saini, Debi A. Labour Judiciary, Adjudication and Industrial Justice.
7. New Delhi, Oxford, 1995.
8. Saini Debi S. Redressal of Labour Grevances, Claims and Disputes New Delhi, Oxford & IBH, 1994
9. Seth D.D. Industrial Dispute Act, 1947. Vol.I & II Bombay, N.M Tripathi, 1995.
10. Srivastava S.C, Industrial Relations and Labour Law, New Delhi, Vikas, 1994.

### 4.1.3 MANAGEMENT TRAINING AND DEVELOPMENT

(Course Code 4.1.3 Credit 4+0 Marks 100)

#### 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

<b>Unit 1</b>	Training Process – an Overview; Role, Responsibilities and Challenges to Training Managers; Organization and Management of Training Function;
<b>Unit 2</b>	Training Needs Assessment and Job Analysis, Designing Training Programme, Lesson Planning; Learning Process;
<b>Unit 3</b>	Training Climate and Pedagogy; Developing Training Modules; Training Methods and Techniques; and estimation of training costs.
<b>Unit 4</b>	Facilities Planning and Training Aids; Training Communication; Trainer and his role in training.
<b>Unit 5</b>	Training Evaluation; Why evaluation, Evaluation at different stages of training, Evaluation tool and Evaluating methods.

#### Suggested Readings

1. Beunet, Roger ed, Improving Training Effectiveness, Aldershot Gower, 1988.
2. Buckley R & Caple, Jim The Theory & Practice of Training London, Kogan & Page, 1995.
3. Lynton, R. Pareek, U. Training for Development 2<sup>nd</sup> ed. New Delhi Vislaar. 1990.
4. Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984.
5. Rae. L. How to Measure Training Effectiveness, Aldershot, Gower, 1986.
6. Reid. M.A., etc. Training Interventions: Managing Employee Development 3<sup>rd</sup> ed. London, IPM. 1992.
7. Senge, P. The Fifth discipline: The Art and Practice of the Learning Organization, London, Century, 1992.

#### 4.1 4 HUMAN RESOURCE PLANNING AND DEVELOPMENT

(Course Code 4.1.4 Credit 4+0 Marks 100)

##### 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** Retention; 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

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

**SPECIALIZATION IN MARKETING MANAGEMENT****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 2** Consumer Motivation – Maslow's Hierarchy of needs – Frued's theory of Motivation - Consumer Personality: Trait Theory - Consumer Perceptions - Stimulus Factors - Expectations - Consumer Attitudes: Utilitarian Functions – Attitude Models.
- Unit 3.** Consumer Decision Process: major factors influencing Consumer Buying Behaviour:- Buyer, Product, Seller, Situational, Cultural, Social, Personal and Psychological Characteristics - Decision Models - Case of Purchase of Microwave Oven – understanding the Women.
- 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:**

1. Assael, H. Consumer Behaviour and Marketing Action. Ohio, South Western, 1995.
2. Engle, J F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993.
3. Howard, John A. ets. Consumer Behaviour in Marketing. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1989.
4. Hawkins, D I. etc. Consumer Behaviour. Implications for Marketing Strategy. Texas, Business, 1995.
5. Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993.
6. Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall of India, 1994.

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

**Unit1:** Services Marketing: Meaning and Concept – Characteristics of Services – Services Management – Growth of Services Sector with reference to India – Goods versus Services – LPG Syndrome.

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

**Unit 3:** Managing physical evidence – physical evidence – Service Scape – Role of evidence in services marketing – guidelines for physical evidence strategies.

**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:

1. K.Rama Mohan Rao (2005), "Services Marketing "Pearson Education Rt Lts patpargaraj Delhi, India.
2. Dr. B. Balaji (2008), "Services Marketing and Management"S. Chand publishers Ramnagar, New Delhi , India.
3. Harsh V. Verma (2008), "Services Marketing Text & Cases" Pearson Education in South Asia , New Delhi , India.
4. Christopher Love lock, J Jochen Wrtz Jayanta Chattajee (2010), " Services Marketing, People, Technoly, Shalogy 6<sup>th</sup> Edition, Pearson Education new Delhi – India.
5. Keka Lahivi (2007) " Serviices Marketing issues and Cases" The ICFAI University Press, 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, to understand the environment – procedural, institutional and decisional aspects of international marketing

**Unit1:** 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:

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

**MANAGEMENT OF RETAIL BUSINESS**  
(Course Code: 4.2.4 Credit 4 + 0 Marks: 100)

**Objective:** To understand the concept, and techniques of retail management

**Unit1:** 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 3:** Retailing Mix: Planning of merchandise – retail pricing – retail promotions – Supply chain management.

**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:**

1. Diamond Allen, Fashion Retailing, Delmar Pub., 1993
2. Diamond, Jay and Gerald Printel Retailing, Prentice- Hall, NJ, 1996
3. Drake, Mary Francis, J.H.Spoone and H.Greenwald Retail Fashion, Promotion, and Advertising, Macmillan, NY, 1992
4. Levy, Michael & Barton A. Weitz Retailing Management, 2<sup>nd</sup> ed. Irwin, London, 1995
5. Morgenstein, Melvin and Harriet Modern Retailing, Prentice- Hall, HJ, 1992.

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**

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

### 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

1. Ahuja, G K & Gupta, Ravi . Systematic Approach to Income Tax. Allahabad, Bharat Law House, 1997.
2. Bhalla, V K. Modern Working Capital Management, New Delhi, Anmol, 1997.
3. Bhalla, V K Financial Management and Policy, 2<sup>nd</sup> ed. New Delhi, Anmol, 1998.
4. Chandra, Prasanna, Projects: Preparation, Appraisal, Budgeting and Implementation, 3<sup>rd</sup> ed., New Delhi, Tata McGraw Hill, 1987.
5. Dhankar, Raj S. Financial Management of Public Sector Undertakings, New Delhi, Westvile, 1995.

### 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

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

**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 3.**        Micro-Credit and Micro finance Vs micro trades and enterprises- Government and non-government organizations in the promotion of micro-finance and micro –enterprises-micro insurance.
- 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.

**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

	<b>Internal</b>	<b>External</b>	<b>Total</b>
Dissertation	75	75	150
Viva-voce	(Both Internal and External)		50
			<b>200</b>

**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

	<b>Internal</b>	<b>External</b>	<b>Total</b>
Report	75	75	150
Viva-Voce	50	-	50
			-----
			<b>200</b>
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