Postgraduate Programme in Rural Management (PRM): 2013–15

Contents

Institute of Rural Management Anand
Post Box No. 60, Anand 388001, Gujarat, India
Phone: (02692) 221 657, 221 659, 260 246 Mob. 97263-64188, Fax: (02692) 260188
Email: admis@irma.ac.in, Website: https://www.irma.ac.in

Important Dates

Last date for receipt of completed applications	September 30, 2012
Written test	November 11, 2012 (9.15 a.m. – 12.15 p.m.)
Announcement of written test results	December 26, 2012
Group activity and Personal Interview	January 28 to February 09, 2013
Announcement of final results	March 18, 2013
Last date to deposit the first term fee	May 06, 2013
Beginning of remedial classes in Mathematics	June 10, 2013
Beginning of the programme	June 17, 2013

Direct all correspondences to: **Admissions Office, IRMA, Anand–388001 (Gujarat).**	
Phone:	(02692) 221 657, 221 659, 260 246 (between 9.00 a.m. to 5.30 p.m. on working days)
Mobile:	97263 64188 (between 9.00 a.m. to 5.30 p.m. on working days)
Fax:	(02692) 260 188
Email:	admis@irma.ac.in
Website:	https://www.irma.ac.in

Note:
Applicants are requested to refer to IRMA website (https://www.irma.ac.in) before sending any query to admissions office by e-mail or making phone calls.

Jurisdiction
The entire admission process at the Institute shall be subject to the Jurisdiction of the Courts of Anand.

1.0 The Institute with a Unique Mission

The Institute of Rural Management Anand (IRMA), established in 1979, is the pioneering academic institution in rural management education and research. It is committed to pursuing excellence along with creativity and integrity. The unique strength of IRMA lies in its ability to integrate development and management in all its endeavours and activities. This sets IRMA apart from other management and rural development institutions, which are largely concerned with either management or development, but not with both. Today, IRMA is recognised not only as an institution of excellence in teaching and research, but also acknowledged for having successfully created the new discipline of rural management. This path-breaking approach of IRMA is being emulated by other institutions in India and abroad. IRMA has received Rs. 25 crores from last Union Budget as a special provision for priority educational institution.

IRMA's mission is to promote the sustainable, eco-friendly, and equitable socio-economic development of rural people through professional management. The core of IRMA's operating philosophy is to build and sustain a partnership between rural people and committed professional managers. Through this, IRMA strives to contribute to the promotion of sustainable development and social justice in India's rural society. IRMA strives to achieve this mission by

- educating a new breed of professional rural managers having the appropriate values and ethos for helping rural organisations and institutions in professionalising their management and empowering rural people through self-sustaining processes;
- training policy makers, directors, general managers, and those in charge of specific managerial functions in such enterprises and projects;
- building new rural management knowledge and theories through action-oriented and problem-solving research and consultancy; and
- influencing public policies through policy-oriented research and consultancy.

1.1 Academic Programmes

As a premier academic institution in the field of rural management, IRMA has evolved unique curricula for its various programmes. Programmes and activities of IRMA are described below:

Postgraduate Programme in Rural Management (PRM) for those who wish to take on challenging managerial responsibilities in institutions working in the rural sector. PRM is recognised as a Master's degree in Rural Management by the Association of Indian Universities (AIU) and is also approved by the All India Council for Technical Education (AICTE).

Doctoral Programme titled Fellow Programme in Rural Management (FPRM) for students and professionals seeking careers in research, teaching, and specialised knowledge-based positions in rural management institutions. FPRM is approved by the AICTE as a doctoral programme in rural management.

Management Development Programmes (MDPs) for middle- and senior-level in-service managers and officers of the union government, state governments, NGOs, and cooperatives working in the area of rural development. IRMA conducts many MDPs on various themes of development and management, ranging in duration from one week to six weeks.

Research and Consultancy services are a means of enriching the quality and content of teaching and training. This continuous up gradation puts us in an enviable position of serving our clientele more efficiently by helping them identify and resolve their critical management problems. The union government, state governments, NGOs, cooperatives, and national and international donor agencies are major clients of IRMA. Over the years, faculty members of IRMA have completed a large number of research and consultancy studies and assignments.

1.2 Human Resources of IRMA

The IRMA faculty comprises experienced scholars and practitioners of national and international repute. They represent a wide range of disciplines, such as the various functional areas of management (marketing, finance, strategy, information technology, operations, organisational behaviour and human resources), rural development, ecology and environment, quantitative methods, economics, sociology, behavioural science, geo-informatics, law, and gender relations.

Staff members of IRMA provide reliable and strong support to the faculty, students, and participants of MDPs. Alumni make a valuable contribution to the overall development of rural India by designing innovative products for development interventions. Visiting Faculty and Fellows (who stay for a brief period) also play an important role in the academic activities of IRMA, contributing to specific needs of the institute in terms of consultancy, research, and teaching which are supported by academic associates and research associates.

2.0 Postgraduate Programme in Rural Management (PRM)

Many good stand-alone programmes of business management and development are available in India today. IRMA's PRM integrates the two streams and equips talented men and women with both development perspectives and business acumen. IRMA recognises that institutions working for rural development operate in a complex environment, in which there is a far greater need for professional management. IRMA trains talented men and women through a well-structured two-year **Postgraduate Programme in Rural Management**, in order to undertake challenging responsibilities in development and producers' organisations with the right ethical values. IRMA has been working closely with its client organisations to integrate their emerging needs into its academic programme by periodically revising the curricula. The present PRM design is a reflection of this growing partnership.

PRM is a two-year fully residential programme leading to a Postgraduate Diploma in Rural Management (PGDRM). PGDRM is recognised as equivalent to Master's degree in Rural Management by the Association of Indian Universities (AIU) and is approved by the All India Council for Technical Education (AICTE).

2.1 Course Design and Pedagogy

The programme comprises four different segments—classroom, village fieldwork, development internship, and management traineeship. There are five classroom terms, which focus on concepts, skills, and knowledge pertaining to rural development and management, using modern pedagogical techniques and concentrating on experiential learning. The village fieldwork segment exposes students to the realities of rural life. The development internship segment helps students understand the nature of organisational dynamics. The management traineeship segment offers students an opportunity to apply, test, and polish the skills acquired in the classroom. About thirty percent of the total duration of the programme is devoted to experiential learning and practical application of the knowledge and skills acquired in the classroom segments. The faculty is involved to a substantial degree in the design and supervision of all field-based segments. The evaluation of a student's performance in the programme is a continuous process, affording an opportunity for frequent and regular corrections. All the four segments of the programme are evaluated and the results are reported on the student's grade card. Students are expected to meet the standards of performance prescribed by the PRM Committee for each segment. The current PRM curriculum is based on the recommendations of the PRM Review Committee, 2012. The Academic Calendar is given in Annexure 1, and the Programme Structure in Annexure 2.

Classroom Segment: The classroom segment in the first year has three terms, each consisting of 6.5 or 7 credits[1].The courses in the first year cover the basics of rural management and development. All the courses in the first year are compulsory. The courses in Term I cover the foundation and contextual courses in rural management. The courses in Terms II and III cover different functional areas of rural management (see Annexure 2).

The classroom segment in the second year has two terms (Terms IV and V), each consisting of 7 and 6.5 credits respectively. Term IV has core courses of four credits; these are compulsory for all PRM students. In addition, students are required to choose 3 credits of optional courses from among those offered during the term. Term V has 3.5 credits of compulsory courses. In addition, students are required to choose 3 credits of optional courses from among those offered during the term (see Annexure 2 for the list of optional courses that are offered during Terms IV and V). The optional courses are divided into two groups: Rural Development Management and Rural Enterprise Management. Each participant is required to take six credits from option courses selecting at least two credits from each group.

Village Fieldwork Segment (VFS):
The duration of the VFS is eight weeks. It is scheduled after Term I. The academic goals of PRM require that the participants get involved in the interaction with rural communities in their own setting. Village stay during Induction and Village Fieldwork Segment (VFS) of the PRM curriculum provide exciting opportunities for participants to learn about village life and develop skills to interface with rural communities as well as to deepen their experiential knowledge of rural realities. Participants will remain immersed in the location for the duration and may not travel to other locations during this time, except visiting the institutions at taluka or district level, which may have linkages with village social and economic life.

Participants are evaluated on the basis of reports and presentations of Exploratory Study of the Village (ESV), Theme Paper, and evaluation by the host organisation based on tasks undertaken during the Rural Action Component (RAC). Faculty Participant Collaborative Research (FPCR) may be encouraged in lieu of Theme paper. In such a case, evaluation will be based on presentation and report of the participants on FPCR theme.

Experience of field work by PRM participants

The experience of the rustic life in a village on the foothills of Nilgiri Bio-reserve situated in a border village in Kerala bundled with the love and warmth of fellow villagers were kind of a once in a life time experience.

Ajesh A Nair

We had truly experienced what 'Athithi Devo Bhava' means, not just from the hosting family but from all the villagers. The time we had spent hearing the real stories of villagers have made us develop sensitivity towards the current rural situations. The experience of participating in daily activities of villagers, for more than a month, was a lifetime opportunity.

K R Reddy

Fieldwork in "devbhoomi" Himachal Pradesh gave me an insight on the different superstitions people attach with their lives. Even though we classify all these places as sought after holiday destinations of scenic beauty, life there for the people is not as rosy as one may perceive.

Swati Vashisth

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[1] One course credit is equivalent to 28-30 classroom contact sessions of 70 minutes each and requiring the participant to put in about 80-85 hours of work outside the classroom. Half course credit is equivalent to 15 classroom contact sessions of 70 minutes each requiring the participant to put in about 45 hours of work outside the classroom.

Development Internship Segment (DIS): The duration of the DIS is 8 weeks. It is scheduled after Term III, which marks the beginning of the second year of PRM.

The DIS provides opportunities for participants to learn through practical engagement and develop interactive skills with the community and host organisations. The internship offers scope for application and appreciation of theories; tools and techniques learned in the classroom segment during the first year and network with development practitioners. The performance of students in this segment is evaluated on the basis of reports, presentations of development interventions of host organisation, and the tasks accomplished at the host organisation, apart from the assessment made by the reporting officer and guide.

Management Traineeship Segment (MTS): The duration of the MTS is nine weeks. It is scheduled after Term IV. MTS exposes participants to the functioning of organisations and gives them an opportunity to apply, test, and polish the skills acquired in the classroom. Participants develop practical skills and gain a realistic idea of the managerial functions of rural organisations. MTS helps participants to develop the key abilities that they will need on the job: working effectively with others, thinking and acting positively, learning to manage people, and improving written and oral communication skills. MTS also imparts flexibility and creativity to the overall design of the programme. Both the MTS reports and the presentations are evaluated.

Pedagogy: IRMA's unique curriculum is based on a state-of-the-art pedagogy, with an emphasis on experiential learning. The courses are taught through a slew of modern teaching techniques, such as case methods, interactive sessions, seminars, individual and group exercises, role-playing, experiential learning, and simulated exercises, to give students an opportunity to learn by doing. The actual mix of pedagogical techniques varies with the nature of the course. The pedagogy requires that students play an active role in classroom sessions and discussions. The medium of instruction is English.

2.2 Placement
The Campus Placement Programme for each graduating batch ensures that all the students secure meaningful and challenging career opportunities in tune with IRMA's core commitment of addressing the needs of the rural poor.

The organizations participating in IRMA placements represent a wide range of sectors, organizational forms and orientations offering various challenging profiles to the participants. The domains on offer include Sales & Marketing, Finance, Research and Advisory, Agri-business, ICT, Renewable Energy, Livelihood Promotion, Watershed Development, Education and Health. The common thread joining the recruiters across the sectors is their commitment to cater to the needs of rural development. It may be noted that IRMA's placement facility is not open to sponsored applicants. IRMA graduates have succeeded not only in choosing meaningful jobs but have also received decent salaries with 100 per cent placement. The annual salaries received by the last three PRM batches are shown in Table 1.

Table 1: Annual Salaries Received by the Last Three PRM Batches

PRM Batch	Average (Rs)	Maximum (Rs)	Remarks
2008–10	6.0 lakh	9.45 lakh	100% placement with multiple job offers
2009–11	7.70 lakh	10.50 lakh	100% placement with multiple job offers
2010–12	8.07 lakh	14.8 lakh	100% placement with multiple job offers

For further details, please visit placement link of IRMA website https://www.irma.ac.in

2.3 Programme Cost
Costs for students are kept low through cross-subsidisation, with the aim of helping them serve the needs of the challenging rural sector more effectively. The total programme cost over the period of two years (inclusive of tuition fee and service charges) is estimated to be about **Rs. 4 lakh**. IRMA has a cooperative mess, which is governed and managed by students. Students also frame and implement

the rules and regulations of the mess. They share the cost of boarding equally. The fee structure for PRM 2013–15 is given in Annexure 3.

2.4 Scholarships, Educational Loans, Fee Exemption and Bridge Fund
IRMA has several prestigious scholarships for deserving students, which are mentioned below:

IRMA Fellowship: IRMA revised the provisions of IRMA Fellowship since 2008-10 batch. Only those students who get a monthly gross salary that is less than the decided minimum gross salary will be eligible to receive the IRMA Fellowship (provided they join the organizations that are eligible for the purpose of the fellowship). The amount of the IRMA Fellowship to an eligible student will be equal to the difference between the actual amount of his/her gross salary and the decided minimum gross salary. The recipient of IRMA fellowship may get a maximum of Rs. 3 lakhs during the course of 3 years.

AMUL Fellowships: The Gujarat Cooperative Milk Marketing Federation (GCMMF) has instituted 15 AMUL Fellowships for PRM at IRMA. The objective of the AMUL Fellowship is to provide financial support to PRM students and to encourage them to work in farmers' cooperative organizations. The total value of the fellowship is Rs 1,00,000/-. It is awarded during the second year of the programme, and is based on merit-cum-means standards. For the purpose of assessing merit, the applicant's performance during the classroom terms I to IV of the programme is considered. Recipients of the AMUL Fellowship are required to serve for at least two years in farmers' cooperative organizations after completing the PRM.

Scholarships from Sir Ratan Tata Trust: Sir Ratan Tata Trust offers about five scholarships every year to second-year students based on merit. The scholarship covers a part of the fees during the second year, subject to a ceiling of Rs 50,000/-. The number and amount of the scholarship are approved by the trust on a year-to-year basis.

Scholarships for SC/ST Applicants: More than 15 scholarships covering the entire costs of education of SC/ST applicants are available at IRMA. The Ministry of Social Justice and Empowerment, Government of India has allocated ten scholarships to IRMA for SC/ST students. The scholarship covers fees, non-refundable charges, lodging and boarding expenses, and cost of books, stationery, and personal computer (http://www.socialjustice.nic.in). The Ministry of Tribal Affairs, Government of India has allocated five scholarships to IRMA for ST applicants. The amount of the scholarship covers tuition fees, boarding and lodging expenses, book grant, and a one-time grant for the purchase of a personal computer (http://www.tribal.nic.in). The National Dairy Development Board also offers some scholarships to SC/ST applicants for both the years of PRM.

Educational Loans: Educational loans are available from various banks. The State Bank of India, Anand and Central Bank of India, Anand provides educational loans at a lower interest rate and without any collateral to applicants enrolling at IRMA.

Fee Exemption: IRMA firmly believes that no one should be deprived of education for lack of financial resources. Hence IRMA is open for providing financial assistance to meet the PRM tuition fees of extremely poor applicants.

Bridge Fund: A fund of Rs. 10 lakhs has been set aside by the Institute for the students having economic deprivation to bridge the gap between the dates of payment of IRMA and the disbursement of payment from different financing option (e. g. Bank loan, SC-ST fellowship, fee waiver scheme of IRMA etc.)

2.5 PRM Administration
The PRM Committee administers the Postgraduate Programme in Rural Management (PRM) and decides on all matters pertaining to the conduct of the programme. The PRM Committee consists of the PRM Coordinator, the Village Fieldwork Coordinator, the DIS and MTS Coordinator, the Admissions Coordinator, and the Placement Coordinator. The PRM Coordinator is the convenor of

the committee. The rules and regulations governing PRM are given in the PRM Handbook, which is provided to students when they join the programme.

The PRM Office provides all the information and support for the activities relating to PRM, right from admission to placement. It consists of three main sections: Admissions Office, Teaching Aids Unit, and Audiovisual Unit. The Admissions Office looks after all matters related to admission, maintenance of students' leave records, issue of rail/air travel concession forms, scheduling, conducting examination, grading, and convocation. The Teaching Aids Unit provides facilities for reproduction, binding, and distribution of teaching materials. The Audiovisual Unit looks after audiovisual aids such as overhead projectors, slide projectors, multimedia video projectors, film projectors, 35mm cameras, video cameras, televisions, and videocassette recorders for use by the faculty and the students.

Standard and quality assurance of the PRM will be governed by the Academic Council. This includes introduction of new optional courses.
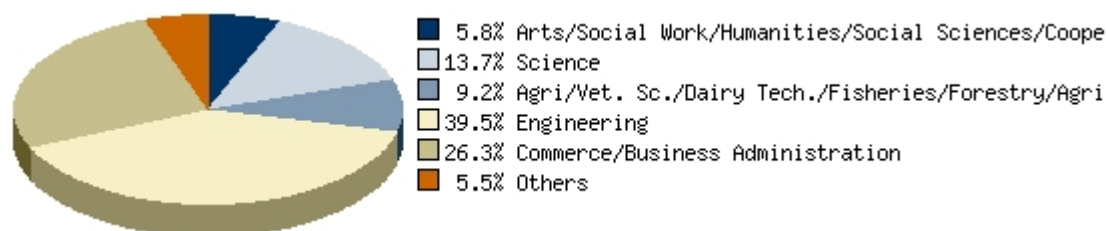
3.0 Admission to PRM
For the 34th Postgraduate Programme in Rural Management, commencing on June 17, 2013. IRMA has adopted the following criteria and procedures for the admission of students.

3.1 Eligibility
A graduate from any discipline, with a minimum of 15 years (10+2+3) of education, having 50 per cent (45 per cent for SC/ST/dap*) aggregate marks at the graduation level can apply for admission. The percentage of aggregate marks is to be calculated as per the practice followed by the concerned university or institution. Those who are in the final year and who expect to complete all the requirements of graduation before June 17, 2013 can also apply. Only Indian nationals are eligible to apply for PRM. There is no management quota for admission to PRM at IRMA. IRMA encourages the employees of its designated organisations to apply with sponsorship from their employers (see 3.7 for eligibility and other provisions for sponsored applicants). IRMA encourages applications from applicants with diverse academic backgrounds. The number of applications received for PRM 2012–14 was 9795.
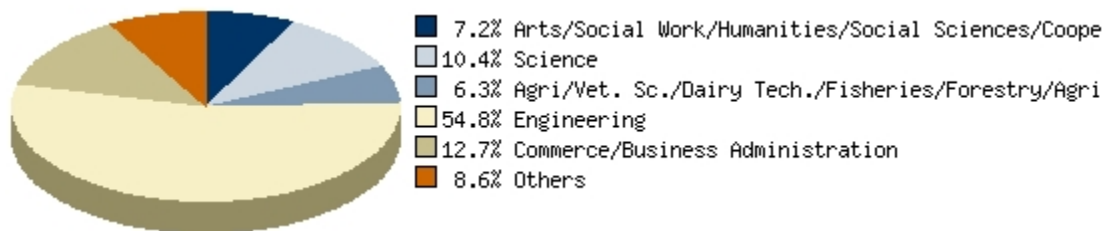
The profile of the applicants for PRM 2012–14 and profile of finally selected applicants is shown below:

Profile of the applicants of 2012 – 2014

- 5.8% Arts/Social Work/Humanities/Social Sciences/Coope
- 13.7% Science
- 9.2% Agri/Vet. Sc./Dairy Tech./Fisheries/Forestry/Agri
- 39.5% Engineering
- 26.3% Commerce/Business Administration
- 5.5% Others

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* differently abled person

Profile of finally selected applicants of 2012 – 2014

- ■ 7.2% Arts/Social Work/Humanities/Social Sciences/Coope
- □ 10.4% Science
- ■ 6.3% Agri/Vet. Sc./Dairy Tech./Fisheries/Forestry/Agri
- □ 54.8% Engineering
- ■ 12.7% Commerce/Business Administration
- ■ 8.6% Others

3.2 Application Fees

There is a common application form for PRM and FPRM programmes. An applicant may apply for two programmes by using one application form. The fees applicable for the number of programmes are shown in Table given below. Those applicants applying online by using payment gateway/"i-collect" facility of SBI/Payment at any SBI branch may get discount of Rs.50/-.

Application form fee will be waived for applicants belonging to "Below Poverty Line (BPL)" families.

Application Fees for Online Applicant

No. of Programme	General & OBC	SC/ST/dap*
One Programme	Rs. 1000/-	Rs. 500/-
Two Programmes	Rs. 1500/-	Rs. 750/-

Application Fees for Applying in Hardcopy

No. of Programme	General & OBC	SC/ST/dap*
One Programme	Rs. 1050/-	Rs. 550/-
Two Programmes	Rs. 1550/-	Rs. 800/-

* differently abled person

3.3 How to Apply

An applicant can opt for one of the following options:

a) Apply online and pay through payment gateway.

b) Make payment through SBI's online "i-collect" facility, SBI would generate reference number after successful payment. Use this reference number and apply online through IRMA website.

c) Take a print out of SBI challan available on IRMA website in the admission link. Make payment at any branch of SBI by using the challan. SBI would then issue a unique ID number. Use this unique ID number and apply online through IRMA website.

d) Printed application material (prospectus, application form, sample question paper etc.) can be obtained from Admissions Office, IRMA, Anand - 388 001 on payment of full fees. (All the payments to IRMA should be made in the form of a demand draft favouring 'IRMA' and it should be payable at "Anand").

e) For applicants belongs to "Below Poverty Line (BPL)" families:

Application fee will be waived for applicants belonging to "Below Poverty Line (BPL)" families. Such applicants may apply online and send the print out of application form with self attested proof of "Below Poverty Line (BPL)" status issued by appropriate authority to get exemption from paying application fee **OR** send a request by post or courier for application form to Admissions Office, IRMA with self attested proof of "Below Poverty

Line (BPL)" status issued by appropriate authority to get exemption from paying application fee. IRMA will send printed materials (prospectus, application form, sample question paper etc.) to such applicants.

Failure to attach the proof of "BPL" status issued by appropriate authority with hard copy of application form will lead to rejection of the application.

No Refund will be made after the payment is made.

- It is compulsory for all applicants to send a hard copy of application form at Admissions Office, IRMA, Anand–388001, Gujarat on or before September 30, 2012.
- The applicants who are using option **"b"** or **"c"** are required to attach proof of payment with hard copy of application form.
- After receiving hard copy of application form at Admissions Office, IRMA, IRMA will send the Prospectus and sample question papers to the applicants.

Applicants should retain a copy of the completed application form for their reference. The Completed applications should reach to IRMA on or before *September 30, 2012*.

Postal delay is not the responsibility of IRMA.

All correspondence related to admission should be addressed to:

> **Admissions Office**
> **Institute of Rural Management Anand (IRMA)**
> **Anand-388001**
> **Gujarat**

3.4 Important Instructions for filling in Online Application

Step 1: Register at https://www.irma.ac.in using **"Apply Online"** option in admissions link directly. Provide relevant information as required (email ID is necessary for registration).

Please ensure you do not apply separately for each programme.

Step 2: There are four ways for submitting your online application i.e.

a. Apply Online and Pay Through Payment Gateway.
b. Pay through online "i-collect" facility of State Bank of India (SBI).
c. Pay to any branch of State Bank of India and Apply Online.
d. Only for applicants belonging to "Below Poverty Line (BPL)" families.

In either case you have to enter data required for the application form. Please ensure you opt for any of these four options.

a.   Apply Online and Pay Through Payment Gateway

Mandatory Requirements
In order to avail this service you need to have a valid credit/debit card issued by Scheduled bank (VISA / Master Card).

Checklist
Please ensure, you have following documents/information ready before proceeding for applying online.

- Email ID and Mobile Number.
- Valid credit/ debit card – (VISA/Master Card issued by scheduled banks).
- For credit card transaction you should have "3d Secure PIN", generated through the sponsoring bank.
- For debit card transaction you need to have "Internet Banking User ID" and "Internet Banking Password", issued by sponsoring bank.
- Personal Information.
- Academic Details.
- Scanned Photograph and scanned signature (optional). Recommended resolution for scanned photograph is (150 X 180) pixel (use stamp size photograph). In case you are not able to upload photograph and signature, please ensure you have enclosed them along with printed copy of your application.

You are required to send hard copy of your application form to Admissions office, IRMA on or before September 30, 2012.

b. Pay through online "i-collect" facility of State Bank of India (SBI).

Mandatory Requirements
In order to avail this service you need to have an account with State Bank of India (SBI) with Online Internet Banking facility.

Checklist
Please ensure, you have following documents/information ready before proceeding for applying online by using "i-collect" facility of SBI.

- Email ID and Mobile Number.
- SBI reference number.
- Personal Information.
- Academic Details.
- Scanned photograph and scanned signature (optional). Recommended resolution for scanned photograph is (150 X 180) pixel (use stamp size photograph). In case you are not able to upload photograph and signature, please ensure you have enclosed them along with printed version of your application.

You are required to attach your payment proof with the hard copy of your application form and send it to Admissions office, IRMA on or before September 30, 2012.

(If you are facing any problem in making payment by using "i-collect" facility of SBI, kindly contact SBI Officer on mobile number 76000 37799)

c.   Pay to any branch of SBI and Apply Online

Mandatory Requirements
Take a print out of SBI challan available on IRMA website in the admission link. Make payment at any branch of SBI by using the SBI challan. SBI would then issue a unique ID number. Use this unique ID number and apply online through IRMA website.

Checklist
Please ensure that you have following documents/information ready before proceeding for applying online by using SBI payment facility.

- Email ID and Mobile Number.
- SBI Unique ID Number.
- Personal Information.
- Academic Details.

•Scanned photograph and scanned signature (optional). Recommended resolution for scanned photograph is (150 X 180) pixel (use stamp size photograph). In case you are not able to upload photograph and signature, please ensure you have enclosed them along with printed version of your application.

You are required to attach your payment proof with the hard copy of your application form and send it to Admissions office, IRMA by September 30, 2012.

(If you are facing any problem in making payment by using this option, kindly contact SBI Officer on mobile number 76000 37799)

d. Only for applicants belonging to "Below Poverty Line (BPL)" families

Mandatory Requirements
Applicant must belong to "Below Poverty Line (BPL)" families and have proof of "BPL" status issued by appropriate authority.

Checklist
Please ensure that you have following documents/information ready before proceeding for applying online.

- • Email ID and Mobile Number.
- • Personal Information.
- • Academic Details.
- •Scanned photograph and scanned signature (optional). Recommended resolution for scanned photograph is (150 X 180) pixel (use stamp size photograph). In case you are not able to upload photograph and signature, please ensure you have enclosed them along with printed version of your application.

You are required to attach self attested proof of "Below Poverty Line (BPL)" status issued by appropriate authority with the hard copy of your application form to get exemption from paying application fee and send it to Admissions office, IRMA on or before September 30, 2012.

3.5 Selection Process
All eligible applicants, including sponsored applicants, are required to appear for a written test conducted by IRMA[2]. The written test (200 marks), comprises four sections: *analytical reasoning* (60 marks), *quantitative ability* (50 marks), *English comprehension* (50 marks), and *issues of social concern* (40 marks). The test will be conducted on **November 11, 2012, Sunday** (9.15 a.m.– 12.15 p.m.) at 27 centers[3] across India. These centers are given in Table 4.

Table 4: IRMA Entrance Test Centers

Anand	Chennai	Hyderabad	Mumbai	Raipur	Varanasi
Bangalore	Coimbatore	Jaipur	Nagpur	Rajkot	Vijayawada
Bhopal	Dehradun	Kochi	Pantnagar	Ranchi	
Bhubaneswar	Delhi	Kolkata	Patna	Thiruvananthapuram	
Chandigarh	Guwahati	Lucknow	Pune	Udaipur	

> IRMA will send the Admit Card to eligible applicants in the first week of November 2012. If the applicants do not receive the admit card by 7th November 2012, then she/he can download it from IRMA website **https://www.irma.ac.in** by using her/his form number or roll number.

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[2] IRMA does not accept any other test-score for PRM.

[3] IRMA reserves the right to change or cancel any test centre at its discretion.

Based on the performance in the written test, applicants will be selected to attend a Group Activity (GA) and Personal Interview (PI) to be conducted at IRMA between January 28 to February 09, 2013. There is a sectional cut-off of in terms of percentile scores, in order to judge the applicant's performance across the sections.

The final selection of applicants will be done on the basis of the overall performance in the written test, GA and PI. The marks obtained in GA and PI will be normalized across the evaluating panels. The marks obtained in the written test and the normalized marks obtained in GA and PI will be reduced to the equivalent marks of 50, 25, and 25, respectively. An overall merit list will be prepared based on the total marks obtained out of these 100 marks. Such a listing will be prepared separately for the different categories of applicants, and the required number of applicants will be selected from the different categories according to their order of merit. IRMA has positive discrimination policies for admissions to disadvantaged sections of the society.

The total number of seats available for PRM 2013-15 is **120**. The programme will begin on **June 17, 2013**. All the selected applicants will be required to report to IRMA by this date. Applicants who did not have a mathematics paper as part of their undergraduate degree requirements will have to report on **June 10, 2013** for remedial classes in mathematics.

> - The entrance test is common for PRM 2013-15 and FPRM 2013 of IRMA. However, FPRM 2013 Prospectus is available separately. Those who want to apply for FPRM 2013 are requested to refer the FPRM 2013 Prospectus separately.
> - IRMA written test score is to be used by Entrepreneurship Development Institute of India (EDI), Gandhinagar, Institute of Rural Management (IRM), Jaipur, KIIT School of Rural Management, Bhubaneswar and Xavier Institute of Management, Bhubaneswar (XIMB) for their rural management programmes. Applicants are required to apply separately to the particular institute for the admission.

3.6   Tracking the Status of Application

Applicants can track the status or progress of their application, allocation of roll number, allocation of test centre, and test results at the appropriate stages of the admission process through the IRMA website. The admit card, the call letter, and the letter of admission offer can also be downloaded from the IRMA website at the appropriate stage. Applicants will also receive some of this information through a system-generated e-mail. In order to avail of this facility, applicants must provide their e-mail ID. Besides, the Institute has introduced SMS service (broadcast and unicast) for the applicants. This service will be available during the appropriate stage of the admission process. The broadcast service is controlled by the Institute and the message will be transmitted only once for each stage of the admission process. As regards unicast service, the applicant who wishes to know the latest status of her/his application, she/he can do so by sending SMS to 9714177777. While sending SMS, please mention IRMA followed by space and then quote your Form No., to get the response. For example IRMA 25633. Please note this broadcast service is free of charge whereas unicast service will be chargeable as per the rates prescribed by service providers. Unicast service can be availed repeatedly. Those applying by hard copy application forms can get the status of their application form after two weeks of the closing date.

3.7 Sponsored Applicants

IRMA's designated organisations can sponsor their employees (executives and officers) for CRM or PRM. PRM offers flexibility to working executives and officers who are sponsored by IRMA's designated organisations. The sponsored applicants can complete the programme in two years, or they can opt for a Certificate in Rural Management (CRM) at the end of the first year. CRM holders have an option of rejoining within three years and completing the second year of the programme to obtain a PGDRM. If rejoining within three years, they have to submit "NO OBJECTION CERTIFICATE (NOC)" from their organisation.

Those sponsored applicants who cannot meet the minimum academic standards will only be given a certificate of participation specifically addressed to their employers. CRM is not open to non-sponsored applicants.

At present, about 650 organisations have been designated by IRMA. Sponsored applicants are required to fulfil the following conditions for admission to IRMA:

- The applicant should hold a bachelor's degree, in any discipline, from a recognised university/institution.
- The applicant should have worked with the sponsoring organisation for a minimum period of two years (as on May 30, 2013) on a continuous basis as a full-time, regular employee.
- The sponsoring organisation should be willing to grant uninterrupted leave to the applicant (if selected) for the period of study at IRMA.
- The sponsoring organisation should undertake to make arrangements for payment of fees and other dues of the applicant to IRMA.
- The applicant should apply to IRMA by using any one option available in point 3.3
- The applicant should appear for the written test, the Group Activity and Personal Interview.
- The applicant should score above the minimum cut-off point set for admissions.
- The applicant should produce evidence of sponsorship from the sponsoring organisation.
- If rejoining within three years for completing the second year of the programme to obtain a "PGDRM", she/he must be working with same organisation who sponsored she/he for the CRM and need to submit "NO OBJECTION CERTIFICATE (NOC)" from them.

Essential for Sponsored Applicants: Sponsored applicants should attach a certificate from their employer as per declaration of sponsorship form available on IRMA website, stating that they will be sponsored, if selected, along with the application form. *If the sponsorship certificate is not enclosed, or if the organisation where the applicant is working is not a designated organisation of IRMA, the application of the applicant will be treated at par with the applications of other, non-sponsored applicants*. The sponsoring organisation must clearly specify the duration of the sponsorship and provide other details as per declaration of sponsorship form available on IRMA website. Employers willing to sponsor applicants may write directly to the Admissions Office, IRMA for clarification, if any.

4.0 Campus Location and Facilities
IRMA has a sprawling 60-acre lush green campus, state-of-the-art infrastructure, fully computerised facilities, an excellent library, 24-hour internet connectivity, and modern teaching aids. The campus is fully residential. It is equipped with student hostels, a mess, lecture halls, seminar rooms, a library, faculty and administrative offices, an auditorium, an executive training and development centre, faculty and staff housing, a dispensary, and other support facilities. The IRMA staff cooperative store caters to the daily requirements of residents.

IRMA is situated about 36 km north of Vadodara and 65 km south of Ahmedabad. The distance between IRMA and the Anand railway station and bus stand is about 4 km. The campus is conveniently located in terms of accessibility to many academic and development institutions. The more important of these are the National Dairy Development Board, the Gujarat Cooperative Milk Marketing Federation, AMUL (Anand Milk Union Limited), the Tribhuvandas Foundation, Anand Agricultural University, and Sardar Patel University.

4.1 Student Accommodation
PRM is a fully residential programme. The hostel has nine blocks, each with 24 furnished single rooms. Each floor consists of eight rooms in addition to a furnished common reading room, which is also used for receiving guests. The hostel has a boarding facility, which is managed by an elected student body.

4.2 Library

IRMA has an excellent library, housed in a spacious three-storey building, which supports the teaching and research programmes of the institute. The library services are fully automated; the LibSys software is used for searching, reporting, circulation, and various other functions. IRMA library has comprehensive 10 full-text databases of journals, namely EBSCO (a package of six different subject areas), ABI/Inform (Proquest), and JSTOR. IRMA participants have access to online database to indiastat.com and CMIE databases. These together provide full-text databases of over 14,300 journals in subject areas such as management, finance, marketing, organisational science and strategy, information technology, e-governance, sociology, environment, and gender. CMIE databases and Indiastat.com provide financial and socio-economic databases respectively in electronic form to the IRMA user community. The print collection of the library at present includes 46221 books and trainee reports and fieldwork reports and FPRM thesis prepared by students. A huge collection of video films and microforms are also available. The library subscribes to over 287 print journals/periodicals. The Library is well equipped with Wi-Fi facility also.

4.3 IT Infrastructure

IRMA's comprehensive state-of-the-art computer centre caters to its community through an intranet. The intranet provides online services for the effective administration of academic functions. The computer centre manages 600-odd hosts in the network. IRMA has uninterrupted internet services through 15-Mbps radio link availed from VSNL. IRMA has a technology-intensive network, which provides mail, file, and print services on campus. A virtual office has been set up on the campus to enable students, faculty, research scholars and staff to share the browser-supported notice boards and exchange of information. Wi-Fi facilities are available in library, student hostel blocks and Executive Training Centre. Various software statistical tools such as SPSS, EViews and LISREL are available for conducting quantitative and qualitative analyses and research studies. There are two well equipped laboratories for students, researchers and participants of various other sponsored programmes in the areas of geographical systems (with ArcGIS) software and business computing. The library information system has online features to support user queries and to manage library administration. In addition, the IRMA alumni network is linked to the IRMA website to provide better networking among IRMA students and alumni. A permanent email ID is provided to the Alumni to interact with faculty, staff and student community. Efforts are being made to create a virtual community through a virtual network of IRMA alumni, member organisations, students, and faculty. Students of PRM programme are expected to possess a network-enabled PC to gain such access whereas institute extends these facilities to FPRM scholars.

4.4 Extra-curricular Activities

A wide range of facilities for pursuing extra-curricular activities are provided through the Student Activity Centre. In addition, IRMA has facilities for sports such as football, cricket, badminton, and table tennis. The air-conditioned 400-seat auditorium has an excellent audiovisual projection system, which is used regularly by the student community and by IRMA for holding a variety of programmes. Under SPIC-MACAY—many students, staff, and faculty are members of this cultural organisation— several concerts and recitals by eminent artistes are organised every year. While IRMA extends support for extra-curricular activities, the initiative for organising these events usually comes from the students. The IRMA Staff Club organises various cultural programmes, entertainment and sports activities, and film shows. All the PRM students are associate members of the IRMA Staff Club. The PRM students represent a substantial pool of talent in music, drama, and dance. The students organise several cultural programmes, with *Jatra*, the three-day student festival, being the highlight. Another event organised by PRM students is *Udaan*, which consists of several business competitions and lectures by eminent personalities; it is also attended by students from other B-schools. Milaap is an alumni fest which gives an opportunity for the alumni to cherish their memories from campus and interact with the present batch students, and during the Milaap, Anand Run, a marathon which is organised to spread a social message. *Terra Firma*, the biannual student magazine describing life at IRMA, is popular among not only students but also the alumni and the larger community. *Network*, the IRMA newsletter, is another popular platform of communication for the campus community.

IRMA has Social Entrepreneurship Cell (ISEC) which is a student-governed cell that aims to encourage entrepreneurial spirit amongst the students of IRMA. It conducts talks, seminars and workshops by alumni and eminent personalities to generate learning and enthusiasm for entrepreneurship. It also conducts various events, like simulation games and competitions for developing ideas and solutions for social problems. It nurtures participants for various pan-India business competitions.

Academic Calendar for PRM 2013–15

First Academic Year

	ACTIVITY	STARTING DATE	ENDING DATE	WEEKS
1	Remedial classes	Monday, June 10, 2013	Saturday, June 15, 2013	1
2	Induction and orientation	Monday, June 17, 2013	Saturday, June 22, 2013	1
3	Classroom segment, Term I	Monday, June 24, 2013	Saturday, Sept. 14, 2013	12
5	Vacation	Saturday, Sept. 16, 2013	Friday, Sept. 28, 2013	2
7	Village Fieldwork Segment (VFS)	Monday, Sep.. 30, 2013	Saturday, Nov. 23, 2013	8
8	Classroom segment, Term II	Monday, Nov. 25, 2013	Saturday, Feb. 22, 2014	13
9	Classroom segment, Term III	Monday, Feb. 24, 2014	Saturday, May 24, 2014	13
	Total			**50**

Second Academic Year

	ACTIVITY	STARTING DATE	ENDING DATE	WEEKS
10	Vacation	Monday, May 26, 2014	Saturday, June 07, 2014	2
11	Development Internship Segment (DIS)	Monday, June 09, 2014	Saturday, Aug. 02, 2014	8
13	Classroom segment, Term IV	Monday, Aug. 04, 2014	Saturday, Nov. 01, 2014	13
14	Management Traineeship Segment (MTS)	Monday, Nov. 03, 2014	Saturday, Jan. 03, 2015	9
16	Classroom segment, Term V	Monday, Jan. 05, 2015 and Monday, March 02, 2015	Saturday, Feb. 21, 2015 and Saturday, April 11, 2015	13
17	Placement	Monday, Feb. 23, 2015	Sat. Feb. 28, 2015	1
18	Convocation	End of April, 2015		
	Total			**46**

Note: The dates are indicative and may change to take care of unforeseen situations.

PROGRAMME STRUCTURE*

FIRST YEAR				
Term I (6.5 credits)		**Term II (7.0 credits)**		**Term III (7.0 Credits)**
Economic Analysis for Rural Management – I (1.0 Credit)	Village Fieldwork Segment (3.0 Credits)	Collective Action and Cooperation (1.0 Credit)		Costing and Control Systems (1.0 Credit)
Financial Accounting (1.0 Credit)		Financial Management (1.0 Credit)		Development Theories and Practices (1.0 Credit)
Individual and Group Behaviour (1.0 Credit)		Macro Economic Perspectives (1.0 Credit)		Human Resources Management (1.0 Credit)
Quantitative Analysis for Rural Management (1.0 Credit)		Marketing Management (1.0 Credit)		Management Information Systems (1.0 Credit)
Rural Society and Polity (1.0 Credit)		Production and Operations Management (1.0 Credit)		Marketing Research and Analytics (1.0 Credit)
Managerial Analysis and Communication (0.5 Credit)		Understanding Organisations (1.0 Credit)		Natural Resources and Sustainability (1.0 Credit)
Rural Livelihood Systems (0.5 Credit) (Post Mid – Term)		Gender and Development (0.5 Credit) (Post Mid – Term)		Legal Environment – I (0.5 Credit) (Pre Mid – Term)
Rural Research Methods (0.5 Credit) (Pre Mid – Term)		Operations Research (0.5 Credit) (Pre Mid – Term)		Legal Environment – II (0.5 Credit) (Post Mid – Term)

SECOND YEAR				
Development Internship Segment (3.0 Credits)	Term IV (7.0 credits)	Management Traineeship Segment (4.0 Credits)	Term V (6.5 credits)	
	Managing Collectives (1.0 Credit)		Financial and Commodity Derivatives (0.5 Credit) (Post MT)	
	Project Management (1.0 Credit)		Managing Not-for-Profit Organisations (0.5 Credit) (Post MT)	
	Rural Development Interventions (1.0 Credit)		Public Systems Management (0.5 Credit) (Pre MT)	
	Strategic Management (1.0 Credit)		Rural Finance (0.5 Credit) (Pre MT)	
	Optional Courses (3.0 credits)		Rural Marketing (0.5 Credit) (Pre MT)	
			Social Entrepreneurship (0.5 Credit) (Pre MT)	
			Values and Ethics in Management (0.5 Credit) (Post MT)	
			Optional Courses (3.0 credits)	

List of Optional Courses (Term IV and V)

Rural Development Management Group	Rural Enterprise Management Group
Cost Benefit Analysis	Advanced Financial Management
Economic Environment and Policy	Investment Analysis and Portfolio Management
International Trade: Theory and Policy	Taxation
Micro-Finance	Strategic Management of Innovation and Technology
Management of Change	Agribusiness
Corporate Social Responsibility	Entrepreneurship
Dairy Development	Management Planning and Control
Development and Rural Communication	Total Quality Management
Governance and Development	Brand Management
Public Policy Analysis	Consumer Behaviour
Rural Innovations	Product Policy in Marketing
Social Policy in Market Economies	Social Marketing
Geo-Informatics for Rural Management	Sales and Distribution Management
ICT for Development	Strategic Marketing and Planning
	Service Management
	Critical Perspective on Organisations
	Understanding Negotiation
	Supply Chain Management
	E-Business for Rural Enterprises

Notes:
- Optional courses may vary depending on need of the students and recommendation of the PRM Committee.
- Each participant is required to take 6.0 credits from the optional courses selecting at least 2.0 credits from each of the two groups– Rural Development Management and Rural Enterprise Management for holistic learning.

* This Programme Structure may change during the programme, if required.

Annexure -3

PRM 2013–2015 Fees Structure and Schedule

SN	Particulars	Fee Structure (Rs.)					
		First Year			Second Year		Total
		Term-1	Term-2	Term-3	Term-4	Term-5	
	Due date for payment ⟶	06-05-13	25-11-13	24-02-14	04-08-14	05-01-15	
A.	**Tuition Fees**						
1	Classroom Terms	60,000	60,000	60,000	60,000	60,000	300,000
2	Village Fieldwork Segment (VFS)		20,000				20,000
3	Development Internship Segment (DIS)			20,000			20,000
4	Management Traineeship Segment (MTS)				20,000		20,000
	Total-A	**60,000**	**80,000**	**80,000**	**80,000**	**60,000**	**360,000**
B.	**Service Fees**						
5	Room Rent and Electricity Charges	4,000	4,000	4,000	4,000	4,000	20,000
6	Computer and Internet Services Fees	2,000	2,000	2,000	2,000	2,000	10,000
7	Library and Teaching Aid Unit Charges	2,000	2,000	2,000	2,000	2,000	10,000
	Total-B	**8,000**	**8,000**	**8,000**	**8,000**	**8,000**	**40,000**
	Total Fees Payable (A+B)	**68,000**	**88,000**	**88,000**	**88,000**	**68,000**	**400,000**

Other Annual Charges

SN	Deposits, Entertainment & Other Activities	Amount (Rs.)		
		First Year (Term-1)	Second Year (Term-4)	Total
1	Caution Deposit	2,000	--	2,000
2	Books Deposit	5,000	5,000	10,000
3	Student Activities Fund	1,000	1,000	2,000
4	Associate Membership of IRMA Club	250	250	500
5	SPIC MACAY	100	100	200
6	Medical Expenses	500	500	1,000
7	Alumni Association Membership	--	2,000	2,000
	Total	**8,850**	**8,850**	**17,700**

Notes:

1. The fee structure for Certificate in Rural Management (CRM) is equivalent to the fee structure of the First Academic Year.

2. There may be upward revision of the tuition fees.

3. Mess is managed by the students' body. Boarding and personal expenses will be over and above the mentioned fee. Currently average monthly expenses of the mess is around Rs. 3500/-.

4. Please note that medical expenses mentioned above are to meet only the cost of services provided by the campus doctor. Any other expenses have to be borne by the student.

Director

Jeemol Unni   Ph.D. (Gujarat University)

Faculty

Ajay Dandekar   Ph.D. (Jawaharlal Nehru University)
Anand Venkatesh   Ph.D. (Mumbai University)
Asmita H. Vyas   M. Com., LL.B., FCA
Atulan Guha   Ph.D. (Jawaharlal Nehru University)
Debiprasad Mishra   Fellow (IIM, Ahmedabad)
Durga Prasad M. V.   Ph.D. (IIT, Delhi)
Girish Kumar Agrawal   Ph.D. (IIT, Mumbai)
H. S. Shylendra   Ph.D. (ISEC, Bangalore)
Harekrishna Misra   Ph.D. (Utkal University)
Hitesh V. Bhatt   M.S. (Industrial Mgt.), Georgia Tech.
Ila Patel   Ph.D. (Stanford University)
K. V. Raju   PGDRM (IRMA)
Madhavi H. Mehta   Fellow (XLRI, AHRD)
Mukul Kumar   Ph.D. (Delhi University)
Nivedita Kothiyal   Ph.D. (Nirma University)
Paresh J. Bhatt   M.Com., LL.B. (Hons.), FCMA., CMA (USA)
Pramod K. Singh   Ph.D. (Jawaharlal Nehru University)
Pratik Modi   Fellow (IRMA)
Preeti Priya   Ph.D. (S.P. University)
Rakesh Saxena   Ph.D. (IIT, Kanpur)
S. R. Asokan   Ph.D. (Gujarat University)
Saswata N. Biswas   Ph.D. (Allahabad University)
Shiladitya Roy   BE, FCMA
Sony Pellissery   Ph.D. (Oxford University)
Vanita Yadav   Ph.D.(MDI Gurgaon)

Visiting Faculty and their institutional affiliations

R. S. Sodhi   MD, GCMMF
Mahesh C. Gupta   C.S., MBA, LL.M.
Tara Nair   Faculty, GIDR, Ahmedabad
Tushaar Shah   Principal Scientist, IWMI

IRMA Board of Governors

Dr. Yoginder K. Alagh	**Chairman** Institute of Rural Management Anand, Anand - 388 001
Dr. Amrita Patel	**Chairperson** National Dairy Development Board, Anand - 388 001
Shri S. Vijay Kumar, IAS	**Secretary, Rural Development** Department of Rural Development & Land Revenue, Government of India, Ministry of Rural Development, Krishi Bhawan, New Delhi - 110 001
Shri R. P. Gupta	**Commissioner and Principal Secretary (Rural Development)** Government of Gujarat, Dr. Jivraj Mehta Bhavan, Block No. 16, 3rd Floor, Gandhinagar - 382 010
Dr. Prakash Bakshi	**Chairman** National Bank for Agriculture & Rural Development Plot No.C-24, G-Block, Bandra-Kurla Complex, PB No. 8121 Bandra (E), Mumbai-400 051.
Shri Sanjay Karamchandani	**I/c. Managing Director** Banaskantha District Co-operative Milk Producers' Union Ltd. Banas Dairy, P. B. No.20, Palanpur - 385 001
Prof. Bina Agarwal	**Director and Professor of Economics** Institute of Economic Growth University of Delhi (North Campus) Delhi – 110 007
Dr. Sudarshan Iyengar	**Vice Chancellor** Gujarat Vidyapeeth, Nr. Income Tax Office, Ashram Road, Ahmedabad – 380 014
Shri Kiran Karnik	**Former President, NASSCOM** Q2A, Hauz Khas Enclave, New Delhi – 110 016
Shri Deep Joshi	**Former CEO, PRADAN** P – 22, South City – 1, Gurgaon – 122 001
Shri T. Nandakumar, IAS (Retd.)	**Member** National Disaster Management Authority NDMA Bhawan, A1, Safdarjung Enclave, (Nr. Kamal Cinema), New Delhi - 110 029
Prof. M. S. Sriram	**Adjunct Professor of IIMA** 'Sri Shankara' No.3, Fourth Main Road, Chamarajpet, Bangalore – 560 018
Shri Apoorva Oza	**Chief Executive Officer** Aga khan Rural Support Programme (India) 9th & 10th floor, Corporate House, Opp. Torrent House Ashram Road Ahmedabad – 380 009
Prof. Saswata Biswas	**Professor** Institute of Rural Management Anand, Anand - 388 001
Prof. H. S. Shylendra	**Professor** Institute of Rural Management Anand, Anand - 388 001
Prof. Jeemol Unni **Member Secretary**	**Director** Institute of Rural Management Anand, Anand - 388 001