32 Years of Excellence in Rural Management

Postgraduate Programme in Rural Management (PRM)

2012–14

Convocation 2011

IRMA
सा विद्या या विमुक्तये

Institute of Rural Management Anand

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Contents

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'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 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 upgradation 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 life of IRMA, contributing to specific needs of the institute in terms of consultancy, research, and teaching.

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 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, fieldwork, organisational traineeship, 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 fieldwork segment exposes students to the realities of rural life. The organisational traineeship 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 one-third 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, 2004. 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 six credits.[1] The courses in the first year cover the basics of rural

A simulation game in progress

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). Brief descriptions of the core courses are available on IRMA website (https://www.irma.ac.in).

The classroom segment in the second year has two terms (Terms IV and V), each consisting of six credits. Term IV has core courses of four credits; these are compulsory for all PRM students. In addition, students are required to choose two credits of optional courses from among those offered during the term. Term V has two credits of compulsory courses. In addition, students are required to choose four 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. Students are required to take a minimum of two credits from each group.

Fieldwork Segment (FwS): The duration of the fieldwork segment is ten weeks. It is held after the first term of the classroom segment. It exposes students to the realities of rural life. It attempts to develop sensitivity among students to the concerns of rural people; helps them in understanding and appreciating the constraints of and possibilities for development; and introduces them to community work at the grass-roots level. For the fieldwork segment, students are divided into small groups and sent to rural areas in different parts of the country.

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[1] One course credit is equivalent to 30 contact sessions of 70 minutes each, and requires the student to put in at least 80–90 hours of work outside the classroom.

Each group is attached to a local host organisation. The members of the group stay in the identified village and interact directly with the villagers. They also execute a small action-oriented task assigned to them by the host organisation. IRMA faculty members interact closely with students at all stages of the fieldwork segment.

Organisational Traineeship Segment (OTS): The duration of the OTS is ten weeks. It is scheduled after Term III, which marks the beginning of the second year of PRM. This segment is designed to help students understand the structure and dynamics of an organisation. It exposes students to the functioning of organisations and gives them an opportunity to apply, test, and polish the skills acquired in the classroom. Students also work in any area of rural management, assigned by the host organizations. The performance of students in this segment is evaluated on the basis of reports and presentations.

Management Traineeship Segment (MTS): The duration of the MTS is ten weeks. It is scheduled after Term IV. This segment is designed to provide students with an opportunity to work closely with experienced managers in an organisational setting. Students develop practical skills and gain a realistic idea of the managerial functions of rural organisations. At the end of MTS, students present and discuss their reports, first in the host organisations and later at IRMA. 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 candidates. 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.

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

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

PRM Batch	Average (Rs)	Maximum (Rs)	Remarks
2009–11	7.70 lakh	10.50 lakh	100% placement with multiple job offers
2008–10	6.0 lakh	9.45 lakh	100% placement with multiple job offers
2007–09	4.6 lakh	6.7 lakh	100% placement with multiple job offers

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 lakhs. 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 2012–14 is given in Annexure 3.

2.4 Scholarships, Educational Loans and Fee Exemption

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 candidate'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 Candidates: More than 15 scholarships covering the entire costs of education of SC/ST candidates 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 candidates. 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 candidates for both the years of PRM.

Educational Loans: Educational loans are available from various banks. The State Bank of India provides educational loans at a lower interest rate and without any collateral to candidates 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 candidates.

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 Fieldwork Coordinator, the OTS/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.

3.0 Admission to PRM

For the 33rd Postgraduate Programme in Rural Management, commencing on June 11, 2012, 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/PwD*) 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 11, 2012 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 candidates). IRMA encourages applications from candidates with diverse academic backgrounds. The number of applications received for PRM 2011–13 was 12077. The profile of the applicants for PRM 2011–13 is shown in Table 2.

Table 2: Profile of applicants for PRM 2011–13

Applicants	Discipline (%)
Science	15
Engineering	36
Commerce/Business Administration	26
Agriculture/Agricultural Engineering/ Forestry/Dairy Technology/Veterinary Science/Fisheries/Cooperation	12
Arts	6
Others	5
Total	100

3.2 Examination Fee

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 3. Those candidates applying online by using payment gateway/payment at IMS/Payment at SBI may get discount of Rs.50/-.

Examination form fees will be waived for candidates belonging to "Below Poverty Line (BPL)" families. Such candidates are required to apply only in hard copy.

Examination Fees for Online Applicant

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

Examination Fees for Applying in Hardcopy

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

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 at any IMS learning centre, after getting IMS receipt, apply through IRMA website by using IMS receipt number.

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) Examination form fees will be waived for candidates belonging to "Below Poverty Line (BPL)" families. Such candidates are required to apply only in hard copy. They need to send a request by post or courier for application form to Admissions Office, IRMA with photocopy of BPL Card or photocopy of certification from Panchayat or photocopy of certification from Block Development Officer, duly attested by a gazetted officer. IRMA will send printed materials (prospectus, application form, sample question paper etc.) to such candidates.

No Refund will be made after the payment is made.

Prospectus and sample question papers will be sent to the candidates opting for options "a" and "c" after their application is received at IRMA.

It is compulsory for all applicants to send a hard copy of application form at Admissions Office, IRMA, Anand–388001, Gujarat. Those applicants, who are using option "b" or "c", are required to attach IMS Receipt or SBI Challan respectively with application form.

* PwD-Persons with Disability

Candidates should retain a copy of the completed application form for their reference. The Completed applications should reach to IRMA on or before September 30, 2011. 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 Applicant's Registration Service 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 three ways for submitting your online application i.e.

a.	Apply Online and Pay Through Payment Gateway
b.	Pay to any IMS Learning Centre and Apply Online
c.	Pay to any branch of SBI and Apply Online

In either case you have to enter data required for the application form. Please ensure you opt for any of these three 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 / MasterCard).

Checklist

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

- Email ID.

- Valid Credit/ debit Card – (VISA/MasterCard 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 your printed copy of your application.

b. Pay to any IMS Learning Centre and Apply Online

Mandatory Requirements

You need to make payment of required amount at any IMS centre. IMS centre will issue an IMS Receipt on behalf of IRMA after collecting the money in cash. (Please note IMS centres will collect payment only in CASH or swiping Credit Card which is equivalent to cash payment for IRMA). Physical copy of IRMA Brochure and sample question paper would be handed to the student on making the payment.

Checklist

Please ensure, you have following documents/ information ready before proceeding for Applying online by using IMS payment facility.

- Email ID.

- IMS Receipt 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 your printed version of your application.

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.
- 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.

3.5 Selection Process

All eligible candidates, including sponsored candidates, are required to appear for a written test conducted by IRMA[2]. The written test (200 marks), comprises four sections: analytical reasoning (50 marks), quantitative ability (50 marks), English comprehension (40 marks), and issues of social concern (60 marks). The test will be conducted on November 13, 2011, Sunday (9.15 a.m.–12.15 p.m.) at 27 centres[3] across India. These centres are given in Table 4.

Table 4: IRMA Entrance Test Centers

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

IRMA will send the Admit card to eligible candidates in the first week of November 2011. If the candidates do not receive the admit card by 7th November 2011, then she/he can download it from IRMA website https://www.irma.ac.in by using her/his form number or roll number.

Based on the performance in the written test, candidates will be selected to attend a personal interview (PI) and a group discussion (GD), to be conducted at IRMA between January 30 to February 11, 2012. There is a sectional cut-off of in terms of percentile scores, in order to judge the candidate's performance across the sections.

The final selection of candidates will be done on the basis of the overall performance in the written test, PI, and GD. The marks obtained in PI and GD will be normalised across the evaluating panels. The marks obtained in the written test and the normalised marks obtained in PI and GD will be reduced to the equivalent marks of 50, 30, and 20, 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 candidates 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.
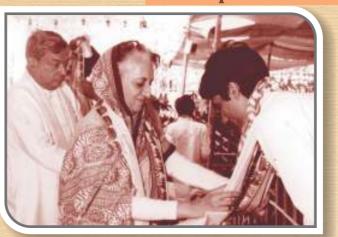
The total number of seats available for PRM 2012–14 is 120. The programme will begin on June 11, 2012. All the selected candidates will be required to report to IRMA by this date. Candidates who did not have a mathematics paper as part of their undergraduate degree requirements will have to report on June 04, 2012 for remedial classes in mathematics.

- The entrance test is common for PRM and FPRM of IRMA.
- IRMA written test score is to be used by Xavier Institute of Management, Bhubaneswar (XIMB), Indian Institute of Health Management Research (IIHMR), Jaipur and KIIT School of Rural Management, Bhubaneswar for their rural management programmes.

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. Candidates will also receive some of this information through a system-generated e-mail. In order to avail of this facility, candidates 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 applications forms after two weeks of the closing date.

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[2] IRMA does not accept any other test-score.
[3] IRMA reserves the right to change or cancel any test centre at its discretion.

Glimpses of Convocations of IRMA

3.7 Sponsored Candidates

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 candidates 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. If sponsored again, the CRM holders have an option of rejoining within three years and completing the second year of the programme to obtain a PGDRM.

Those sponsored candidates 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 candidates.

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

- The candidate should hold a bachelor's degree, in any discipline, from a recognised university/institution.

- The candidate should have worked with the sponsoring organisation for a minimum period of two years (as on May 30, 2012) on a continuous basis as a full-time, regular employee.

- The sponsoring organisation should be willing to grant uninterrupted leave to the candidate (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 candidate to IRMA.

- The candidate should apply to IRMA by using any one option outlined in point 3.3.

- The candidate should appear for the written test, the personal interview, and the group discussion.

- The candidate should score above the minimum cut-off point set for admissions.

- The candidate should produce evidence of sponsorship from the sponsoring organisation.

Essential for Sponsored Candidates: Sponsored candidates 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 candidate will be treated at par with the applications of other, non-sponsored candidates.* 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 candidates may write directly to the Admissions Office 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 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 indiastate.com and CMIE databases. These together provide full-text databases of over 9,300 journals in subject areas such as management, finance, marketing, organisational science and strategy, information technology, e-governance, sociology, environment, and gender. Prowess 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 45,600 books and MTS, OTS, and fieldwork reports and FPRM thesis prepared by students. A huge collection of video films and microforms is also available. The library subscribes to over 315 print journals/periodicals. Recently, the Library got equipped with Wi-Fi facility to access the Internet in any corner of the Library.
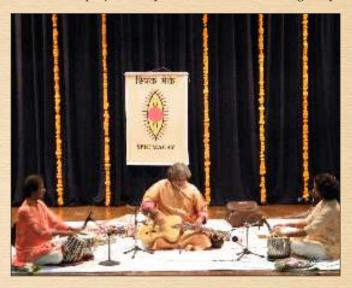
4.3 IT Infrastructure

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 10-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 Facilities for 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 artists 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. 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.
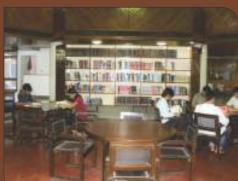
Academic Calendar for PRM 2012–14

First Academic Year

	ACTIVITY	STARTING DATE	ENDING DATE	WEEKS
1	Remedial classes	Monday, June 04, 2012	Saturday, June 09, 2012	1
2	Induction and orientation	Monday, June 11, 2012	Saturday, June 23, 2012	2
3	Classroom segment, Term I	Monday, June 25, 2012	Saturday, Sept. 08, 2012	11
4	Fieldwork preparation	Monday, Sept. 10, 2012	Friday, Sept. 14, 2012	1
5	Vacation	Saturday, Sept. 15, 2012	Friday, Sept. 28, 2012	2
6	Fieldwork	Monday, Oct. 01, 2012	Saturday, Nov. 24, 2012	8
7	Fieldwork presentations and submission	Monday, Nov. 26, 2012	Saturday, Dec. 01, 2012	1
8	Classroom segment, Term II	Monday, Dec. 03, 2012	Saturday, Feb. 23, 2013	12
9	Classroom segment, Term III	Monday, Feb. 25, 2013	Saturday, May 11, 2013	11
	Total			**49**

Second Academic Year

10	Vacation	Monday, May 13, 2013	Saturday, May 25, 2013	2
11	Organisational traineeship segment (OTS)	Monday, May 27, 2013	Saturday, July 20, 2013	8
12	OTS Presentations and Draft Report Submission	Monday, July 22, 2013	Saturday, July 27, 2013	1
	OTS Final Report Submission	Monday, July 29, 2013	Saturday, Aug. 03, 2013	1
13	Classroom segment, Term IV	Monday, Aug. 05, 2013	Saturday, Oct. 19, 2013	11
14	Management traineeship segment (MTS)	Monday, Oct. 21, 2013	Saturday, Dec. 14, 2013	8
15	MTS presentation and draft report submission	Monday, Dec. 16, 2013	Saturday, Dec. 21, 2013	1
	MTS final report submission	Monday, Dec. 23, 2013	Saturday, Dec. 28, 2013	1
16	Classroom segment, Term V	Monday, Dec. 30, 2013 and Monday, Feb. 17, 2014	Saturday, Feb. 08, 2014 and Saturday, Mar. 29, 2014	12
17	Placement	Monday, Feb. 10, 2014	Friday, Feb. 15, 2014	1
18	Convocation	Middle of April, 2014		
	Total			**46**

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

PROGRAMME STRUCTURE

FIRST YEAR

Term I (6.0 credits)		Term II (6.0 credits)	Term III (6.0 Credits)
Individual and Group Behaviour (1.0 Credit)		Collective Action and Cooperation (1.0 Credit)	Development Theories and Practices (1.0 Credit)
Economic Analysis for Rural Management – I (1.0 Credit)		Economic Analysis for Rural Management – II (1.0 Credit)	Managing Cooperatives (1.0 Credit)
Financial Accounting (1.0 Credit)	Fieldwork Segment (4.0 Credits)	Financial Management (1.0 Credit)	Marketing Management (1.0 Credit)
Quantitative Analysis for Rural Management (1.0 Credit)		Understanding Organisations (1.0 Credit)	Management Information Systems (1.0 Credit)
Managerial Analysis & Communication (0.5 Credit)		Production and Operations Management (1.0 Credit)	Costing and Management Planning (1.0 Credit)
Rural Research Methods (0.5 Credit)		Computer Applications for Rural Management (0.5 Credit)	Human Resources Management (1.0 Credit)
Rural Livelihood Systems (0.5 Credit)		Gender and Development (0.5 Credit)	
Rural Society and Polity (0.5 Credit)			

SECOND YEAR

	Term IV (6.0 credits)		Term V (6.0 credits)
Organisational Traineeship Segment (4.0 Credits)	Rural Development Interventions (1.0 Credit)	Management Traineeship Segment (4.0 Credits)	Legal Environment and Cooperative Law (1.0 Credit)
	Strategic Management (1.0 Credit)		Strategic Issues in Development Organisations (1.0 Credit)
	Project Management (1.0 Credit)		Optional Courses (4.0 credits)
	Marketing Research (0.5 Credit)		
	Social Entrepreneurship and Ethical Leadership (0.5 Credit)		
	Optional Courses (2.0 credits)		

List of Optional Courses (Term IV and V)

RURAL DEVELOPMENT MANAGEMENT GROUP	RURAL ENTERPRISE MANAGEMENT GROUP
Cost-Benefit Analysis	Agribusiness
Development and Rural Communication	Brand Management
Economic Environment and Policy	Consumer Behaviour
Gandhi's Critique of Modernity in Contemporary Perspective	Consumption, Culture & Market
	Critical Perspective on Organisations
Geo-Informatics for Rural Management	Derivatives
Globalisation and Agriculture	E-Business for Rural Enterprises
Governance & Development	Entrepreneurship
International Trade: Theory and Policy	Managing and Marketing Services
Management of Change	Marketing Analytics
Micro-Finance	Quality Management
Natural Resource Management	Product Policy in Marketing
Public Policy Analysis	Rural Marketing
Rural Innovations	Sales and Distribution Management
Rural Finance	Strategic Management of Innovation & Technology
Social Policy in Market Economies	Strategic Marketing & Planning
	Supply Chain Management
	Taxation
	Understanding Negotiation

Notes:
• Optional courses may vary depending on needs of the students and recommendation of the PRM Committee.
• Each participant is required to take 6.0 credits of optional courses selecting at least 2.0 credits from each group mentioned above.

PRM 2012–14 Fee Structure and Schedule

Annexure-3

SN	Particulars	Fee Structure (Rs.)					Total
		First Year			Second Year		
		Term-1	Term-2	Term-3	Term-4	Term-5	
	Due date for payment	07-05-12	03-12-12	25-02-13	05-08-13	30-12-13	
A.	Tuition Fee						
1	Classroom Terms	60,000	60,000	60,000	60,000	60,000	300,000
2	Fieldwork Segment		20,000				20,000
3	Organisational Traineeship Segment			20,000			20,000
4	Management Traineeship Segment				20,000		20,000
	Total-A	60,000	80,000	80,000	80,000	60,000	360,000
B.	Service Fee						
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 Fee 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 fee.

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. 2,500/-.

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.

Glimpses of IRMA

Important Dates

Last date for receipt of completed applications	September 30, 2011
Written test	November 13, 2011 (9.15 a.m. – 12.15 p.m.)
Announcement of written test results	December 26, 2011
Personal interviews and group discussions	January 30 to February 11, 2012
Announcement of final results	March 19, 2012
Last date to deposit the first term fee	May 7, 2012
Beginning of remedial classes in Mathematics	June 04, 2012
Beginning of the programme	June 11, 2012

Direct all correspondences to:

Admissions Office, IRMA, Anand–388001 (Gujarat).

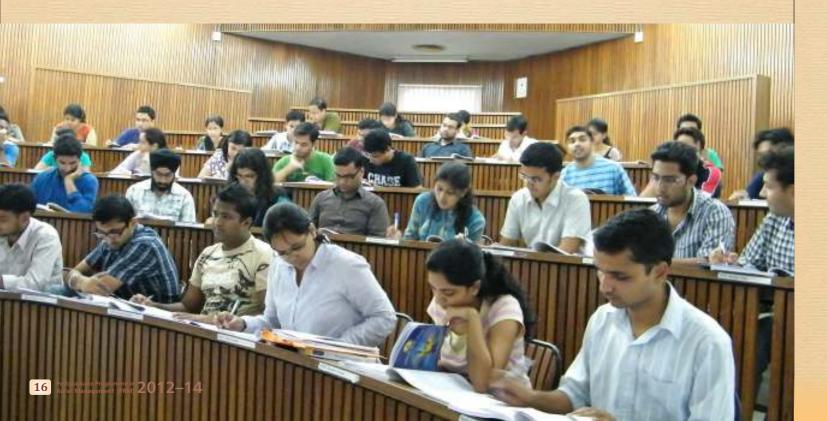|	
Phone:	(02692) 221 657, 221 659, 260 246
	(between 9.00 a.m. to 5.30 p.m. on working days)
Mobile:	97263 64188 (between 9.00 a.m. to 5.30 p.m. on working days)
Fax:	(02692) 260 188
Email:	admis@irma.ac.in
Website:	https://www.irma.ac.in

Note: An applicant is 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.

IRMA Board of Governors

Dr. Yoginder K Alagh	**Chairman** Institute of Rural Management Anand - 388 001
Dr. Amrita Patel	**Chairman** National Dairy Development Board, Anand - 388 001
Shri B. K. Sinha	**Secretary, Rural Development** Department of Rural Development & Land Revenue, Government of India, Ministry of Rural Development, Krishi Bhawan, New Delhi – 110 001
Ms. Rita Teaotia	**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, PO Box No. 8121 Bandra (E), Mumbai-400 051.
Prof S Parasuraman	**Director** Tata Institute of Social Sciences Post Box No.8313, Deonar, Mumbai 400 088
Shri S. R. Chaudhary	**Managing Director** Banaskantha District Co-operative Milk Producers' Union Ltd. Banas Dairy, P. B. No.20, Palanpur – 385 001
Prof. Bina Agarwal	**Director** Institute of Economic Growth University Enclave, University of Delhi (North Campus) Delhi – 110007
Dr. Sudarshan Iyengar	**Vice Chancellor** Gujarat Vidyapeeth, Nr. Income Tax Office, Ashram Road, Ahmedabad – 380 014
Mr. Kiran Karnik	**Former President, NASSCOM** Q2A, Hauz Khas Enclave, New Delhi – 110 016
Mr. Deep Joshi	**Former CEO, PRADAN** P – 22, South City – 1, Gurgaon – 122 001
Dr. Yaga Venugopal Reddy	**Former Governor, Reserve Bank of India** Plot 297, Road No. 25, Jubilee Hills, Hyderabad – 500 033 (Andhra Pradesh)
Prof. M S Sriram	**Adjunct Professor of IIMA** 'Sri Shankara' No.3, Fourth Main Road, Chamarajpet, Bangalore – 560018
Mr. Apoorva Oza	**Chief Executive Officer** Aga khan Rural Support Programme (India) 9th & 10th floor, Corporate House Opp. Torrent House Ashram Road, Ahmedabad
Prof. Saswata Biswas	**Professor** Institute of Rural Management, Anand
Prof. H. S. Shylendra	**Professor** Institute of Rural Management Anand
Prof. Rakesh Saxena Member Secretary	**Acting Director** Institute of Rural Management Anand