

# GUJARAT VIDYAPITH: AHMEDABAD



AICTE Approved

**MBA (Rural Management)**

**SYLLABUS**

(As per NEP 2020 and Learning Outcomes based National Curriculum Framework)

(Effective from Academic year: 2025-26)

**Department of Rural Management & HRM**

**Faculty of Management**

# Program Structure

**MBA (Rural Management) Effective from 2025-26**

## SEMESTER-1

Course Code	Course Name	Hours	Credit	Evaluations		H/W
				Int	Ext	
MRMG101	Principles and Process of Management (વ્યવસ્થાપનના સિદ્ધાંતો અને પ્રક્રિયા)	45	3	40	60	3
MRMG102	Human Resource Management (માનવ સંસાધન વ્યવસ્થાપન)	45	3	40	60	3
MRMG103	Marketing Management (બજાર વ્યવસ્થાપન)	45	3	40	60	3
MRMG104	Accounting for Managers (સંચાલકો માટેની હિસાબી પદ્ધતિ)	45	3	40	60	3
MRMG105	Managerial Applications of ICT (આઇસીટીનો વ્યવસ્થાપકીય ઉપયોગ)	45	3	40	60	3
MRMG106	Rural Development Management (ગ્રામીણ વિકાસ વ્યવસ્થાપન)	45	3	40	60	3
MRMG107	Computerised Accounting System (કમ્પ્યુટરાઇઝ્ડ હિસાબી પદ્ધતિ)	45	2	40	60	3
	Community Living /NSS/UBA (સમુહજીવન)	60	-	Grade		4
	Prayer (પ્રાર્થના)	45	-	<input checked="" type="checkbox"/>	-	3
	Module, Tutorials (મોડ્યુલ, ટ્યુટોરીયલ)	90	-	<input checked="" type="checkbox"/>	-	6
	Computer Lab (કમ્પ્યુટર લેબ)	60	-	<input checked="" type="checkbox"/>	-	4
	Exam, Seminar, Library/Counselling (પરીક્ષા, સેમિનાર, લાઇબ્રેરી/કાઉન્સેલિંગ)	45	-	<input checked="" type="checkbox"/>	-	3
	Total	615	20			

## SEMESTER-2

MRMG201	Management of Rural Institutions (ગ્રામીણ સંસ્થાઓનું વ્યવસ્થાપન)	30	2	40	60	2
MRMG202	Entrepreneurship Management (ઉદ્યોગ સાહસિકતા વ્યવસ્થાપન)	30	2	40	60	2
MRMG203	Financial Management (નાણાકીય વ્યવસ્થાપન)	45	3	40	60	3
MRMG204	Managerial Economics (સંચાલકીય અર્થશાસ્ત્ર)	45	3	40	60	3
MRMG205	(Research Methodology (સંશોધન પદ્ધતિશાસ્ત્ર)	45	3	40	60	3
MRMG206	Information System for Management (વ્યવસ્થાપન માટેની માહિતી પદ્ધતિ)	45	3	40	60	3
MRMG207	Village Study (ગ્રામ અભ્યાસ)	60	2	40	60	30 (2W)
MRMG208	Business Communication (ધંધાકીય પ્રત્યાયન)	45	2	40	60	3

	Community Living /NSS/UBA (સમુહજીવન)	60	-	Grade		4
	Prayer (પ્રાર્થના)	45	-	<input checked="" type="checkbox"/>	-	3
	Module, Tutorials, Research Preparation (મોડ્યુલ, ટ્યુટોરીયલ અને સંશોધન તૈયારી)	60	-	<input checked="" type="checkbox"/>	-	4
	Computer Lab (કમ્પ્યુટર લેબ)	60	-	<input checked="" type="checkbox"/>	-	4
	Exam, Seminar, Library/Counselling (પરીક્ષા, સેમિનાર, લાઇબ્રેરી/કાઉન્સેલિંગ)	45	-	<input checked="" type="checkbox"/>	-	3
	Total	615	20			

### SEMESTER-3

MRMG301	Fields of Rural Development Management (ગ્રામીણ વિકાસ વ્યવસ્થાપનના ક્ષેત્રો)	30	2	40	60	2
MRMG302	Statistics in Research (સંશોધનમાં આંકડાશાસ્ત્ર)	45	3	40	60	3
MRMG303	Production Management (ઉત્પાદન વ્યવસ્થાપન)	45	3	40	60	3
MRMG304	NGO Management (સ્વૈચ્છિક સંસ્થા વ્યવસ્થાપન)	45	3	40	60	3
MRMG305	Technology-Driven Management (ટેકનોલોજી-આધારિત વ્યવસ્થાપન)	45	3	40	60	3
MRMG306	Research Work (સંશોધન કાર્ય)	75+45	4	40	60	Field + 3
MRMG307	Data Analytics (ડેટા એનાલિટિક્સ)	30	2	40	60	2
	Community Living /NSS/UBA (સમુહજીવન)	60	-	Grade		4
	Prayer (પ્રાર્થના)	45	-	<input checked="" type="checkbox"/>	-	3
	Module & Tutorials (મોડ્યુલ અને ટ્યુટોરીયલ)	75	-	<input checked="" type="checkbox"/>	-	5
	Computer Lab (કમ્પ્યુટર લેબ)	60	-	<input checked="" type="checkbox"/>	-	4
	Exam, Seminar, Library/Counselling (પરીક્ષા, સેમિનાર, લાઇબ્રેરી/કાઉન્સેલિંગ)	45	-	<input checked="" type="checkbox"/>	-	3
	Total	630	20			

### SEMESTER-4

MRMG401	Institutional Management Internship (સંસ્થાકીય વ્યવસ્થાપકીય તાલીમ)	375	10	40	60	3 Months
MRMG402	Project Proposal (પરિયોજના દરખાસ્ત)	45	2	40	60	3
MRMGEC403- MRMGEC411 (Any Four)	Elective-1 (વૈકલ્પિક-1)	45	2	40	60	3
	Elective-2 (વૈકલ્પિક-2)	45	2	40	60	3
	Elective-3 (વૈકલ્પિક-3)	45	2	40	60	3

Elective-4 (वैकल्पिक-4)	45	2	40	60	3
Prayer ( प्रार्थना)	10	-	☑	-	3
Exam, Seminar, Library/Counselling (परीक्षा, सेमिनार, लाइब्रेरी/काउन्सेलिंग)	10	-	☑	-	2
Internship/Placement Drive (ઇન્ટર્નશિપ/પ્લેસમેન્ટ ડ્રાઇવ)	20	-			1 Week
Total	640	20			

#### Semester-wise ( Hours / Credit ) Summary

Sem-1	Sem-2	Sem-3	Sem-4	Total
615 (20)	615 (20)	630 (20)	650(20)	2500 (80)

Open Elective Core (Any Four) : 2 Credit		Organisation Participation
MRMGEC403	Water Resource Management જળ સંસાધન વ્યવસ્થાપન	ACT, Kutch
MRMGEC404	Forest Management વન વ્યવસ્થાપન	Forest Department, Govt of Gujarat, Gandhinagar
MRMGEC405	Consumer Protection and Awareness ગ્રાહક સુરક્ષા અને જાગૃતિ	CERC, Ahmedabad
MRMGEC406	Community Education સમુદાય શિક્ષણ	SWAYAM /ISCE, Ahmedabad
MRMGEC407	Agri-Business Management કૃષિ વ્યવસાય વ્યવસ્થાપન	Bharat Krushicare, Ahmedabad
MRMGEC408	Participatory Rural Appraisal સહભાગી ગ્રામ ચકાસણી	SWAYAM /Development Support Centre, Ahmedabad
MRMGEC409	Corporate Social Responsibility કોર્પોરેટ સામાજિક જવાબદારી	SWAYAM / Faculty
MRMGEC410	Micro Finance સૂક્ષ્મ ધિરાણ	SWAYAM / Faculty

\* MOOC / Value added courses will be offered to the students.

\*\* Students who leave the course after one year, earning 40 + 4 credits will be awarded with Post Graduation Diploma in Rural Management (PGDRM)

Course Structure	
Classroom Teaching (વર્ગખંડ અભ્યાસ)	48
Field and Research (ક્ષેત્રકાર્ય અને સંશોધન)	06
Professional Competency (વ્યવસાયિક ક્ષમતા)	08
Development Elective Modules (વિકાસ મોડ્યુલ)	08
Institutional Managerial Internship (સંસ્થાકીય વ્યવસ્થાપકીય તાલીમ)	10
Credit of Program (અભ્યાસક્રમની કુલ ક્રેડીટ)	80

## Programme Outcomes (POs)

### Post Graduate Management Program

After successful completion of the management program, students will be able to:

PO-1	<b>Advanced Scientific Knowledge</b>	Apply advanced knowledge of management theories and data-driven practices to solve organisational and developmental problems through evidence-based approaches.
PO-2	<b>Research &amp; Problem-Solving Skills</b>	Develop and use research methodologies, case study analysis, and market research techniques to identify organisational challenges and provide innovative, strategic solutions.
PO-3	<b>Experimental &amp; Analytical Proficiency</b>	Use tools like data analytics, financial modelling, and forecasting to evaluate alternatives, test business hypotheses, and improve decision-making in real-world business scenarios.
PO-4	<b>Interdisciplinary Approach</b>	Integrate concepts from economics, psychology, sociology, law, and technology with management principles to address complex organizational and societal challenges holistically.
PO-5	<b>Environmental Consciousness &amp; Sustainability</b>	Apply sustainable practices and ESG (Environmental, Social, Governance) principles in business strategy, operations, and corporate social responsibility to support long-term ecological balance.
PO-6	<b>Ethics &amp; Professional Values</b>	Demonstrate integrity, fairness, and accountability in business decisions and workplace environment, fostering a culture of ethical leadership and responsible management.
PO-7	<b>Effective Scientific Communication</b>	Communicate business insights, research findings, and strategic plans effectively through written reports, presentations, and digital platforms, suitable for diverse stakeholders.
PO-8	<b>Modern Technological Applications</b>	Leverage modern tools like MIS, AI, and data visualization, data analytics and accounting software for smarter business operations.
PO-9	<b>Teamwork &amp; Leadership in Research</b>	Lead and collaborate in multidisciplinary teams, fostering innovation and collective problem-solving through effective coordination and motivational leadership.
PO-10	<b>Lifelong Learning &amp; Adaptability</b>	Adapt to technological advancements, policy changes, and evolving market demands through continuous learning, upskilling, and reflective managerial practice.
PO-11	<b>Project Management &amp; Entrepreneurial Thinking</b>	Plan and manage business projects efficiently while demonstrating entrepreneurial spirit to identify new opportunities, mitigate risks, and create value.
PO-12	<b>Social &amp; Community Engagement</b>	Design and participate in inclusive development initiatives, CSR activities, and stakeholder-driven programs to contribute positively to society and underprivileged communities.

## Program Specific Outcomes (PSOs)

### Post Graduate Management Program

After successful completion of the MBA program with a specialization in Rural Management, students will be able to:

PSO-1	<b>Sustainable Rural Development and Resource Management</b>	Demonstrate sensitivity towards the sustainable use of natural resources and implement village development plans that integrate environmental, cultural, and socio-economic dimensions.
PSO-2	<b>Rural Leadership, Institutions, and Human Capital Development</b>	Effectively engage with government bodies, NGOs, cooperatives, and community organizations to build rural human capacity and manage institutions for inclusive and participatory development in context with Gandhian ideology.
PSO-3	<b>Technology, Research, and Entrepreneurship in Rural Contexts</b>	Utilize research methodology, advanced technology, and entrepreneurial skills to address rural challenges, support local businesses, and align development practices with Indian knowledge systems and global trends.

### CO Attainment Levels (OBE & NEP 2020 Aligned)

COs Attainment Levels	Level	Description	Attainment Criteria			
	Level 3	High	$\geq 80\%$ of students score above a set performance benchmark			
Level 2	Moderate	60%-79% of students meet the performance benchmark				
Level 1	Low	40%-59% of students meet the performance benchmark				
Level 0	Not Attained	$< 40\%$ of students achieve the desired learning outcome				
Target Attainment (Benchmark)	COs		CO1	CO2	CO3	CO4
	Target Level (%)		60	60	60	60

Program - Semester M.B.A (Rural Management) - 1																	
Code MRMG101		Name of Subject Principles and Process of Management												Compulsory			
Credit: Teaching Hours - (3: 45)									Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:	Understand the concepts, characteristics, and principles of management, including its role in rural development.																
CO-2:	Apply the knowledge of planning, decision making, and strategic planning in management processes, with special focus on participatory planning for rural development .																
CO-3:	Analyze the organizational structures, leadership styles, and direction methods required for effective management and focused in rural development contexts too.																
CO-4:	Evaluate and implement the techniques of motivation, communication, coordination, and controlling for enhancing organizational effectiveness (along with in rural development initiatives)																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	3	3	2	3	3	3	2	1	3	2	1	2.25	2	---	2	2.00
CO2	3	2	2	---	---	2	1	---	2	3	3	3	2.33	3	2	3	2.67
CO3	3	2	---	3	1	1	2	3	3	1	3	3	2.27	3	3	---	3.00
CO4	3	2	1	3	3	3	2	2	3	1	3	3	2.42	1	2	3	2.00
Avg	2.50	2.25	2.00	2.67	2.33	2.25	2.00	2.33	2.25	2.00	2.75	2.50	2.32	2.25	2.33	2.67	2.42
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		<ul style="list-style-type: none"> <li>Lecture, Ask &amp; Know Technique, Group Discussion, Story Telling</li> </ul>															
CO2 ( Unit : 2)		<ul style="list-style-type: none"> <li>Lecture, Ask &amp; Know Technique, Group Discussion, Assignment, presentation</li> </ul>															
CO3 ( Unit : 3)		<ul style="list-style-type: none"> <li>Lecture, Ask &amp; Know, Technique, Gamification, Story Telling</li> </ul>															
CO4 ( Unit : 4)		<ul style="list-style-type: none"> <li>Lecture, presentation, Ask &amp; Know Technique, Group Discussion Gamification, Story Telling</li> </ul>															
Detailed Syllabus																	
Unit															Hours		
<b>1. Introduction to Management</b>															<b>08</b>		
<ul style="list-style-type: none"> <li>Management - Meaning, Characteristics and Principles</li> <li>Functions of management and importance</li> <li>Concepts of Management</li> <li>Merits, role, responsibilities and challenges of a manager for industry and rural development</li> </ul>																	
<b>2. Planning and Decision making</b>															<b>10</b>		
<ul style="list-style-type: none"> <li>Planning- Meaning, Characteristics, process, importance, and types.</li> <li>Strategic Planning- Meaning, Characteristics, process.</li> <li>Management by Objectives- Meaning, Characteristics, process, and its application in rural development.</li> <li>Decision making- Meaning, importance, process, types, and methods.</li> </ul>																	
<b>3. Organization, Direction and Leadership</b>															<b>12</b>		
<ul style="list-style-type: none"> <li>Organization-Meaning, Characteristics, importance, types of organizational structure</li> <li>Centralization and Decentralization, Authority and delegation of authority, span of control</li> <li>Direction-Meaning, Characteristics, importance, principles and methods, main factors of directions (with reference to business units and rural area)</li> </ul>																	

<ul style="list-style-type: none"> <li>Leadership- Meaning, Characteristics, style, importance, (characteristics of effective leadership for rural area)</li> </ul>			
<b>4. Motivation, Communication, Coordination and Controlling</b>		<b>15</b>	
<ul style="list-style-type: none"> <li>Motivation- Meaning, process, importance, theories (Maslow, Herzberg, X &amp; Y theory)</li> <li>Coordination- Meaning, importance, process, and methods.</li> <li>Communication- Meaning, types, process, importance, obstacles in communication, factors of effective communication.</li> <li>Controlling- Meaning, process, importance, methods, and factors for effective controlling</li> </ul>			
<b>Assessment Method</b>			
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>
			<b>Class Test</b>
			<b>Assignment</b>
			<b>Presentation</b>
	<b>CO1</b>	10	5
	<b>CO2</b>	10	5
	<b>CO3</b>	10	5
	<b>CO4</b>	10	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>
	<b>CO1</b>	15	Term End Examination
	<b>CO2</b>	15	
	<b>CO3</b>	15	
	<b>CO4</b>	15	
<b>References</b>			
<b>Books:</b> <ol style="list-style-type: none"> <li>Koontz &amp; Weihrich(2020) –Essentials of Management: An International, Innovation and Leadership Perspective,( 11th Edition) Publisher: McGraw Hill Education India. Pages: 632. ISBN: 978-9353168148 (Thoroughly revised with a strong emphasis on global, innovative, and leadership perspectives.)</li> <li>Peter F. Drucker (1954)- The Practice of Management (First comprehensive book on management; introduces the concept of management by objectives (MBO), (Harper &amp; Row (now Harper Business)</li> <li>Peter F. Drucker (1999)- Management Challenges for the 21st Century, Harper Business (an imprint of HarperCollins Publishers)</li> <li>Sherlekar (2019)– Principles of Business Management, 3rd Edition, Publisher: Himalaya Publishing, Pages: 630, ISBN: 978-93-5097-642-5(Focused on a system-based contingency approach, integrating various management schools with updated chapters on social responsibility and future trends.</li> <li>Sherlekar(2017)– Management: Value-Oriented Holistic Approach, 1st Edition, Publisher: Himalaya Publishing, Pages: 564, ISBN: 978-93-5097-075-1 ( Emphasizes blending Western management tools with Indian ethical and holistic philosophies, covering topics like Indian ethos, TQM, global changes, and future-focused management)</li> <li>Terry &amp; Franklin(2020) – Principles of Management, 8<sup>th</sup> edition, Vikas Publishing, New-Delhi ISBN: 9788125911639</li> <li>Chandan J.S (2021).- Management, S. Chand &amp; Sons, New Delhi. <b>Pages:</b> 560 13<sup>th</sup> edition</li> <li>Jain Lokesh (2014)- Vyavsthapan na Siddhanto ane vyavhar (Gujarati), Gujarat Vidyapith, Ahmedabad.</li> </ol>			
<b>Online Resources &amp; Tools</b> <ul style="list-style-type: none"> <li><b>SWAYAM / NPTEL ICT Courses</b> <a href="https://swayam.gov.in">https://swayam.gov.in</a></li> </ul>			
<b>Reference Person</b> <ol style="list-style-type: none"> <li>Prof. Anil K. Gupta (Ex-Professor, IIM, Ahmedabad)</li> <li>Prof. Himansu Rai (Director-IIM, Indore)</li> </ol>			

Program - Semester M.B.A (Rural Management) - 1																	
Code MRMG102		Name of Subject Human Resource Management												Compulsory			
Credit: Teaching Hours - (3: 45)									Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Explain the origin, objectives, scope, and functions of Human Resource Development and differentiate it from employee management, while understanding the evolving role of HRM in the Indian context.															
CO-2:		Analyze the processes and significance of Human Resource Planning, Accounting, and Audit, and assess how these elements contribute to strategic decision-making in organizations.															
CO-3:		Describe and evaluate the recruitment and selection process, and understand the various modes of employee movement such as transfers, promotions, demotions, and separations.															
CO-4:		Evaluate the role of employee training and performance appraisal in enhancing organizational effectiveness by analyzing training needs, differentiating between types of training, and interpreting appraisal processes including job analysis, job evaluation, and performance measurement															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	1	3	1	3	---	2	2	1	1	3	3	1.91	2	3	---	2.50
CO2	---	1	3	2	3	2	2	3	3	1	1	3	2.18	2	3	3	2.67
CO3	3	---	3	2	1	3	2	---	3	2	2	3	2.40	2	1	2	1.67
CO4	2	2	1	1	1	3	2	3	2	3	1	1	1.83	2	2	2	2.00
Avg	2.00	1.33	2.50	1.50	2.00	2.67	2.00	2.67	2.25	1.75	1.75	2.50	2.08	2.00	2.25	2.33	2.21
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lectures, Group Discussion on HRM evolution, role play on HR Manager roles															
CO2 ( Unit : 2)		Case Studies, Workshops on HR Planning tools and Job Analysis exercises															
CO3 ( Unit : 3)		Simulations, Mock Interviews, Digital HR tool demonstrations															
CO4 ( Unit : 4)		Training Design Projects, Appraisal Technique Role Plays, Job Evaluation Analysis															
Detailed Syllabus																	
Unit																	Hours
<b>1. Human Resource Management</b>																	<b>10</b>
<ul style="list-style-type: none"> <li>Human Resource management: Meaning, definition, Evolution, Need, Scope and functions</li> <li>Skills and Responsibilities of Human Resource Manager</li> <li>Challenges of Human Resource Management in Industry and Rural sectors</li> <li>Changing Role of Human Resource Manager in current scenario</li> </ul>																	
<b>2. Human Resource Planning, Accounting and Audit</b>																	<b>10</b>
<ul style="list-style-type: none"> <li>Human Resource Planning: Meaning, importance, process, and factors affecting human resources</li> <li>Job Analysis and Job Description, job specification: Meaning, definition</li> <li>Human Resource Accounting: Meaning, characteristics, importance,</li> <li>Human Resource Audit: Meaning, characteristics, and importance</li> </ul>																	
<b>3. Talent Management</b>																	<b>15</b>
<ul style="list-style-type: none"> <li>Recruitment: Meaning, definition, process, internal and external sources</li> <li>Selection: Meaning, definition, process</li> <li>Employee Engagement: Promotion, demotion, transfer, separation</li> <li>Introduction to Digital Human Resource Management</li> </ul>																	

<b>4. Employee Training &amp; Performance Appraisal</b>	<b>10</b>
<ul style="list-style-type: none"> <li>● Training: Meaning, importance, and Types</li> <li>● Relationship between Training and Development,</li> <li>● Performance Appraisal: Meaning, definition, concept</li> <li>● Difference between Job Evaluation and Performance Appraisal</li> </ul>	

**Assessment Method**

Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>Class Test</b>	<b>Assignment</b>	<b>Presentation</b>
	<b>CO1</b>	10	5	5	--
	<b>CO2</b>	10	5	--	5
	<b>CO3</b>	10	5	5	--
	<b>CO4</b>	10	5	--	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term End Examination		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			

**References**

**Books:**

- Aswathappa, K. (2022). Human resource management: Text and cases (9th ed.). McGraw Hill Education India.
- Comprehensive textbook with updated Indian HR case studies.
- Rao, V. S. P. (2021). Human resource management: Text and cases (4th ed.). Excel Books.
- Strategic HRM and legal issues in Indian business context.
- Gupta, C. B. (2023). Human resource management. Sultan Chand & Sons.
- Covers HR practices, ethics, and recent developments in Indian organizations.
- Khanka, S. S. (2020). Human resource management. S. Chand Publishing.
- Simplified content for Indian students with practical examples.
- Srivastava, M. (2021). Strategic HRM in Indian organizations. Sage Publications India.
- Focuses on strategic alignment of HRM with Indian industry.

**Online Resources & Tools**

- National Institute of Personnel Management (NIPM). (n.d.). HR trends and practices in India. Retrieved June 25, 2025, from <https://www.nipm.in>
- SWAYAM Portal. (n.d.). HRM online courses and certifications. Retrieved June 25, 2025, from <https://swayam.gov.in>
- Indian Institute of Management Ahmedabad (IIMA). (n.d.). Working papers on HRM. Retrieved June 25, 2025, from <https://www.iima.ac.in/research>
- Ministry of Labour and Employment, Government of India. (2023). Labour reforms and HR policy. Retrieved from <https://labour.gov.in>
- National HRD Network (NHRDN). (n.d.). Human capital management insights. Retrieved June 25, 2025, from <https://nhrdnmumbai.com>

Program - Semester M.B.A (Rural Management) - 1																	
Code MRMG103			Name of Subject Marketing Management											Compulsory			
Credit: Teaching Hours - (3: 45)									Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Analyze the fundamental concepts and evolutionary stages of marketing, differentiating between various demand situations and comprehending the distinct nature of rural marketing.															
CO-2:		Examine the consumer buying decision process and influencing factors, and apply effective market segmentation, targeting, positioning, and branding strategies, with a special focus on rural consumers.															
CO-3:		Evaluate product classifications, product life cycle stages, and new product development processes, and formulate appropriate branding, packaging, labeling, and pricing strategies for goods and services.															
CO-4:		Design comprehensive promotion mixes and distribution channel strategies, including an understanding of supply chain management, and assess emerging trends in retailing, e-commerce, and overall rural marketing.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	1	---	1	3	2	3	2	1	3	---	3	2.20	2	---	3	2.50
CO2	2	2	2	3	3	2	3	3	3	3	3	3	2.67	2	---	3	2.50
CO3	---	1	---	2	3	2	1	---	3	1	3	2	2.00	2	1	---	1.50
CO4	2	2	3	3	1	3	3	3	3	---	3	2	2.55	2	2	3	2.33
Avg	2.33	1.50	2.50	2.25	2.50	2.25	2.50	2.67	2.50	2.33	3.00	2.50	2.35	2.00	1.50	3.00	2.21
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		<ul style="list-style-type: none"> <li>Lecture, Group Discussion, Seminar</li> <li>Assignment, Case Study</li> <li>Role Play, Survey, Self Study, Field Visit</li> <li>Project, Hands-on Activity, Field work</li> </ul>															
CO2 ( Unit : 2)																	
CO3 ( Unit : 3)																	
CO4 ( Unit : 4)																	
Detailed Syllabus																	
Unit																Hours	
<b>1. Introduction to Marketing</b> <ul style="list-style-type: none"> <li>Meaning and Nature of Marketing</li> <li>Evolutionary Stages of Marketing Concept, and Core Concepts of Marketing</li> <li>Marketing Function in Different Situations of Demand</li> <li>Concept of Rural Marketing</li> </ul>																10	
<b>2. Consumer Behavior and Market Segmentation</b> <ul style="list-style-type: none"> <li>Understanding Consumer Behavior: Buying Decision Process</li> <li>Factors Influencing Consumer Behavior</li> <li>Market Segmentation: Bases and Benefits</li> <li>Targeting Strategies: Mass Marketing, Differentiated Marketing, Niche Marketing</li> <li>Positioning and Branding Strategies</li> </ul>																10	
<b>3. Product and Pricing Decisions</b> <ul style="list-style-type: none"> <li>Product: Meaning, Classification and Levels</li> <li>Product Life Cycle (PLC) and New Product Development</li> <li>Branding, Packaging, and Labeling Strategies</li> <li>Pricing Strategies</li> </ul>																10	

<b>4. Promotion and Distribution Strategies</b>	<b>15</b>
<ul style="list-style-type: none"> <li>• Promotion Mix: Advertising, Sales Promotion, Public Relations, Personal Selling</li> <li>• Distribution Channels and Supply Chain Management</li> <li>• Retailing and E-commerce Trends</li> <li>• Emerging Trends in Rural Marketing</li> </ul>	

**Assessment Method**

Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO1	10	5	5	-
	CO2	10	5	-	5
	CO3	10	5	5	-
	CO4	10	5	-	5

  

External 60 Marks	COs	Marks	Exam Component		
			Term End Examination		
	CO1	15			
	CO2	15			
	CO3	15			
	CO4	15			

**References**

**Books:**

- Rudani, R. B. (2021). Basics of Marketing Management. Sultan Chand & Sons.
- Kotler, P., & Keller, K. L. (2022). Marketing Management (16th ed.). Pearson Education.
- Sherlekar, S. A. (2021). Modern Marketing. Himalaya Publishing House.
- Kumar, A., & Meenakshi, N. (2021). Marketing Management. Vikas Publishing House.
- Etzel, M. J., Walker, B. J., Stanton, W. J., & Pandit, A. (2021). Marketing: Concepts and Cases. Tata McGraw Hill.
- Basics of Marketing Management- Dr. R.B. Rudani, Sultan Chand & Co. New Delhi.
- Modern Marketing – S. A. Sherlekar – Himalaya Publishing House, New Delhi.
- Rural Marketing – Sunal Kumar Velayudhan – Response Books, New Delhi.
- Marketing Management – Philip Kotler
- Marketing Management – Verma & Aggarwal – Forward Publishing Company
- Business Management and Management – B. S. Shah Prakashan
- Marketing Concepts and Cases, Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, Tata McGraw Hill (Special Indian Edition).
- Marketing Management, Kumar, Arun and N. Meenakshi, Vikas Publishing House.

**Web resource**

- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. <https://swayam.gov.in>
- INFLIBNET Centre. (n.d.). e-PG Pathshala. <https://epgp.inflibnet.ac.in/Home/Download>
- Massachusetts Institute of Technology. (2004). 15.501 Introduction to financial and managerial accounting: Lecture notes. MIT OpenCourseWare. <https://ocw.mit.edu/courses/15-501-introduction-to-financial-and-managerial-accounting-spring-2004/pages/lecture-notes/>
- Khan Academy. (n.d.). Accounting and financial statements. <https://www.khanacademy.org/economics-finance-domain/core-finance/accounting-and-financial-stateme>
- YouTube Videos:  
[https://youtube.com/playlist?list=PLAhQ2ofZZRBhZEC2Oqm-vg2iMeOo1V7J&si=BsmnIFvpdiKWb\\_dM](https://youtube.com/playlist?list=PLAhQ2ofZZRBhZEC2Oqm-vg2iMeOo1V7J&si=BsmnIFvpdiKWb_dM)  
[https://youtube.com/playlist?list=PLim9gWjsjN-OANAg0C\\_oLXmksnA7QPS-w&si=eSVTBcTyDYQbQ9s3](https://youtube.com/playlist?list=PLim9gWjsjN-OANAg0C_oLXmksnA7QPS-w&si=eSVTBcTyDYQbQ9s3)

Program - Semester M.B.A (Rural Management) - 1																	
Code MRMG104		Name of Subject Accounting for Managers														Compulsory	
Credit: Teaching Hours - (3: 45)									Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Prepare and analyze basic financial statements for various entities, including non-trading concerns, by applying fundamental accounting principles and adjusting entries.															
CO-2:		Classify costs, understand different costing methods, and prepare comprehensive cost sheets to determine the total cost of production.															
CO-3:		Utilize marginal costing concepts and techniques like Break-Even Analysis and Profit-Volume Ratio to support managerial decision-making and profit planning.															
CO-4:		Explain the concepts and significance of contemporary and emerging accounting trends, such as Human Resource Accounting, Environmental Accounting, and Forensic Accounting, in a globalized business context.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	3	3	---	3	2	3	3	1	3	2	3	2.64	3	2	3	2.67
CO2	---	---	2	3	1	2	1	2	---	3	3	2	2.11	3	2	3	2.67
CO3	1	3	3	1	---	3	---	---	1	---	2	3	2.13	1	3	2	2.00
CO4	3	---	3	---	1	1	3	3	1	1	2	1	1.90	2	1	---	1.50
Avg	2.33	3.00	2.75	2.00	1.67	2.00	2.33	2.67	1.00	2.33	2.25	2.25	2.19	2.25	2.00	2.67	2.21
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Chalk & Talk / PPT Lecture, Step-by-step Demonstration, Accounting Lab Practice															
CO2 ( Unit : 2)		Interactive Lecture with Examples, Group Activity															
CO3 ( Unit : 3)		Problem Solving, Group Discussion, Quiz															
CO4 ( Unit : 4)		Presentation, Group Presentation, Assignments															
Detailed Syllabus																	
Unit																Hours	
<b>1. Introduction of Financial Accounting System</b>																<b>15</b>	
<ul style="list-style-type: none"> <li>• Meaning, Characteristics, Importance and Limitation of Financial Accounting System</li> <li>• Process of Financial Accounting: Journal- Subsidiary Books- Ledger Posting- Trial Balance- Final Accounts (Basic Practical Illustrations of Preparing Final Accounts with Adjustment Entries)</li> <li>• Basic Concept of Accounts for Non-Trading Concerns</li> </ul>																	
<b>2. Introduction of Cost Accounting System</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Meaning, Importance and Limitation of Cost Accounting System</li> <li>• Classification of Cost and Its Elements</li> <li>• Methods of Costing</li> <li>• Components of Total Cost- Basic Practical Illustrations of Preparing Cost Sheet</li> </ul>																	
<b>3. Managerial Accounting System and Decision-Making Techniques</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Meaning, Importance and Limitation of Managerial Accounting System</li> <li>• Marginal Costing: Concept and Utility</li> <li>• Profit-Volume Ratio, Break-Even Analysis, Margin of Safety, Key Factors and Decision Making (Basic Practical Illustrations)</li> </ul>																	
<b>4. Emerging Trends in Accounting</b>																<b>10</b>	

- Human Resource Accounting, Inflation Accounting, Social Accounting, Environmental Accounting, Forensic Accounting, International Accounting, etc.

#### Assessment Method

Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	MCQ	Assignment
	CO1	10	5	3	2
	CO2	10	5	3	2
	CO3	10	5	3	2
	CO4	10	5	3	2

  

External 60 Marks	COs	Marks	Exam Component		
			Term End Examination		
	CO1	15			
	CO2	15			
	CO3	15			
	CO4	15			

#### References

##### Books:

- Bhattacharyya, A. K. (2022). *Essentials of financial accounting for business managers* (6th ed.). New Delhi: PHI Learning Pvt. Ltd. ISBN: 978-93-918185-24.
- Dhamija, S. (2024). *Financial accounting for managers* (3rd ed.). Noida: Pearson India. ISBN: 978-93-5306-189-0
- Gowda, I. P. M., & Madegowda, J. (2024). *Accounting for managers* (3rd ed.). Mumbai: Himalaya Publishing House. ISBN: 978-93-90244-53-9
- Gupta, A. (2022). *Financial accounting for managers* (7th ed.). Noida: Pearson Education. ISBN: 978-93-5606-081-4
- Harsolekar, D. D., & Agarwal, P. (2022). *Accounting for management*. New Delhi: Taxmann Publications. ISBN: 978-93-5622-404-9
- Lal, J. (2022). *Accounting for management* (5th ed.). Mumbai: Himalaya Publishing House. ISBN: 978-93-5051-819-9
- Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K. (2021). *Principles of management accounting* (18th rev. ed.). New Delhi: Sultan Chand & Sons. ISBN: 978-93-5161-178-3
- Rana, T. J., Padhiyar, K. M., Shah, S. V., & Tanna, J. (2016–2017). *Management accounting* (3rd ed.). Ahmedabad: B. S. Shah Publication.
- Verma, A., & Saxena, N. (2023/2024). *Accounting for managers*. New Delhi: SYBGEN Learning. ISBN: 978-81-947369-0-5
- Thappa, S. (2022). *Accounting for managers*. New Delhi: Taxmann Publications. ISBN: 978-93-5622-270-0.

##### Online Resources & Tools

1. Ministry of Education, Government of India. (n.d.). *SWAYAM – Free online education*. <https://swayam.gov.in>
2. INFLIBNET Centre. (n.d.). *e-PG Pathshala*. <https://epgp.inflibnet.ac.in/Home/Download>
3. Massachusetts Institute of Technology. (2004). *15.501 Introduction to financial and managerial accounting: Lecture notes*. MIT OpenCourseWare. <https://ocw.mit.edu/courses/15-501-introduction-to-financial-and-managerial-accounting-spring-2004/pages/lecture-notes/>
4. Khan Academy. (n.d.). *Accounting and financial statements*. <https://www.khanacademy.org/economics-finance-domain/core-finance/accounting-and-financial-stateme>
5. YouTube Videos:  
[https://www.youtube.com/results?search\\_query=accounting+for+managers+mba](https://www.youtube.com/results?search_query=accounting+for+managers+mba)  
<https://www.youtube.com/watch?v=YwTWaW5uU2I>

Program - Semester M.B.A (Rural Management) – 1																	
Code MRMG105		Name of Subject Managerial Applications of ICT														Compulsory	
Credit: Teaching Hours - (3: 45)										Teaching Scheme : L (3) T (1) PR (3)							
Course Outcome (COs)																	
After completing this course, students will be able to																	
CO-1:	Understand the fundamental concepts, components, and applications of ICT in a business and management context.																
CO-2:	Identify and effectively use office automation tools for documentation, data analysis, presentation, and database operations.																
CO-3:	Analyze and apply internet technologies and web tools to enhance business communication and information sharing.																
CO-4:	Evaluate the importance of data security, digital ethics, and the legal framework governing ICT.																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	---	1	3	3	---	2	3	3	3	2	2	3	2.50	2	1	3	2.00
CO2	3	3	---	2	2	1	3	1	3	1	---	1	1.08	2	2	3	2.33
CO3	---	3	2	3	1	---	---	---	2	3	3	2	1.08	3	2	1	2.00
CO4	3	---	3	1	2	2	3	3	3	2	2	2	1.08	3	3	---	3.00
Avg	3.00	2.33	2.67	2.25	1.67	1.67	3.00	2.33	2.75	2.00	2.33	2.00	1.44	2.50	2.00	2.33	2.33
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		<ul style="list-style-type: none"> <li>Lecture with visuals mind, case study, quizzes</li> </ul>															
CO2 ( Unit : 2)		<ul style="list-style-type: none"> <li>Lecture, Lab demonstrations</li> </ul>															
CO3 ( Unit : 3)		<ul style="list-style-type: none"> <li>Lecture, Lab demonstrations, problem-solving tasks</li> </ul>															
CO4 ( Unit : 4)		<ul style="list-style-type: none"> <li>Lecture, Case discussion, debates</li> </ul>															
Detailed Syllabus																	
Unit																Hours	
<b>1. Concept of ICT</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>ICT: Definition, Scope, Devices, Characteristics, Function and Components.</li> <li>Hardware: Input Devices and their functionality, Memory, Storage, Output and System Devices.</li> <li>Software: System, Application, Operating system types and classification, User interface, Windows and Ubuntu Operating system components.</li> <li>Communication: Term, Concept, system and types, Transmission and Modes, media/cable and signal, Multiplexer, Encoding.</li> <li>Network: Concept, Advantages, Types, Topology, NIC, OSI Reference Model and Protocol, Connectivity Devices, Network Environment, Wireless network and Security</li> </ul>																	
<b>2. Office automation tools</b>																<b>15</b>	
<ul style="list-style-type: none"> <li>Applications of Automation tools</li> <li>Document: Report writing, formatting, templates for project reports</li> <li>Spreadsheet: Data entry, Sort, Filter, formulas, functions, charts, conditional formatting, Pivot tables and data visualization.</li> <li>Presentation: Slide design, presentation formats, various utility and infographics.</li> <li>DBMS: Concept, Advantage, Usages, Components, Elements, Database Administrator, Data Types, Field Properties, Key, Relational database, E-R model, Working with Table, Forms, Reports and Queries, Sorting &amp; Filtering, Import Data. Simple Operation of Queries</li> </ul>																	
<b>3. Applications of Internet</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>Internet: History and uses, Internet connection, Internet Account, Various Internet Protocol, IP</li> </ul>																	

<p>Address and Domain Name, World Wide Web, Browsing, URL, E-mail, FTP, Remote login.</p> <ul style="list-style-type: none"> <li>● Internet Services like Chat and IRC, Messenger on Internet, Blog, and social networking, iPhone, VOIP, Internet video, Collaborative computing, and Video conferencing.</li> <li>● Search Engine and Google Various Facilities and tool</li> <li>● Web Design Principles, HTML, Editor, Basic structure, Mark-up Tags, Heading-Paragraphs, Line Breaks. Elements of HTML: Text, Lists, Tables, Frames, Hyperlinks, Images, Multimedia, Forms, and controls</li> </ul>	
<p><b>4. IT Security, Ethics &amp; Legal Framework</b></p> <ul style="list-style-type: none"> <li>● Security, cybersecurity, data protection, Data Privacy and cyber laws.</li> <li>● Digital literacy, Ethical IT usage and issues.</li> <li>● Issues of digital frauds and phishing.</li> <li>● IT Act and its relevance to ICT deployments.</li> <li>● IT impact evaluation framework</li> </ul>	<b>10</b>
<p><b>Lab Sessions &amp; Practical List</b></p> <p><b>Module 1: Office Automation Tools</b></p> <p>❖ <b>Word Processing (MS Word / LibreOffice Writer):</b></p> <ul style="list-style-type: none"> <li>● Create business reports with formatting (headings, table of contents, bulleting, styles).</li> <li>● Design project templates using tables, headers/footers, watermarking, and page breaks.</li> </ul> <p>❖ <b>Spreadsheet (MS Excel / LibreOffice Calc):</b></p> <ul style="list-style-type: none"> <li>● Perform data entry and apply basic formulas (SUM, AVERAGE, IF).</li> <li>● Use functions: VLOOKUP, HLOOKUP, COUNTIF, CONCATENATE, DATE functions.</li> <li>● Apply sorting, filtering, conditional formatting.</li> <li>● Create charts (pie, bar, line) and Pivot Tables.</li> <li>● Perform data visualization for business data.</li> </ul> <p>❖ <b>Presentation (MS PowerPoint / LibreOffice Impress):</b></p> <ul style="list-style-type: none"> <li>● Design slides for marketing/product presentations.</li> <li>● Insert animations, transitions, infographics, and multimedia.</li> <li>● Use Slide Master and templates for branding.</li> </ul> <p><b>Module 2: Database Management (MS Access / LibreOffice Base / MySQL GUI tools)</b></p> <p>❖ <b>Database Operations:</b></p> <ul style="list-style-type: none"> <li>● Create and define database tables with field types and keys.</li> <li>● Define primary keys, relationships, and normalization basics.</li> <li>● Insert, update, and delete records using forms.</li> <li>● Generate reports and queries (SELECT, WHERE, ORDER BY).</li> <li>● Import/export data (CSV, Excel).</li> </ul> <p><b>Module 3: Internet &amp; Web Applications</b></p> <p>❖ <b>Internet Tools:</b></p> <ul style="list-style-type: none"> <li>● Set up an email account, manage folders, attach files, use CC/BCC.</li> <li>● Browse websites using search engines effectively.</li> <li>● Use Google Workspace tools (Docs, Sheets, Forms, Drive).</li> </ul> <p>❖ <b>Basic HTML Coding:</b></p> <ul style="list-style-type: none"> <li>● Create a simple webpage with text, headings, and paragraph tags.</li> <li>● Insert images, hyperlinks, lists, and tables.</li> <li>● Design a simple form with input fields, radio buttons, dropdowns.</li> <li>● Demonstrate HTML file in a browser.</li> </ul> <p><b>Module 4: Cybersecurity &amp; Digital Ethics</b></p> <p>❖ <b>IT Security Basics (Demo/Simulated Tools):</b></p> <ul style="list-style-type: none"> <li>● Identify phishing emails, create strong passwords. Practice two-factor authentication.</li> <li>● Visit government cyber portals (e.g., CERT-IN, Cybercrime.gov.in)</li> <li>● Discussion/lab activity on Digital Etiquette and Ethical Use Cases.</li> </ul>	<b>45</b>

Assessment Method						
Internal 40 Marks	COs	Marks	Exam Component			
			Class Test MCQ	Assignment	Presentation	Practical
	CO1	10	5	5	-	-
	CO2	10	-	-	5	5
	CO3	10	-	-	5	5
CO4	10	5	5	-	-	
External 60 Marks	COs	Marks	Exam Component			
	CO1	15	Term End Examination			
	CO2	15				
	CO3	15				
	CO4	15				
<b>References</b>						
<p><b>Books:</b></p> <ul style="list-style-type: none"> <li>• Computer (2022) by Dr. Satish Patel, Self &amp; poti.com Publication.</li> <li>• Computer Network (2020) by Dr. Satish Patel, Self &amp; poti.com Publication</li> <li>• Information Technology for Management (2020) by Efraim Turban, Linda Volonino</li> <li>• Fundamentals of Computers, (2021) 6 e by V. Rajaraman</li> <li>• HTML: A Beginner's Guide (2022) by Wendy Willard</li> </ul> <p><b>Online Resources &amp; Tools</b></p> <ul style="list-style-type: none"> <li>• Google Workspace Training <a href="https://workspace.google.com/learning-center">https://workspace.google.com/learning-center</a></li> <li>• Microsoft Learn – Office &amp; Excel <a href="https://learn.microsoft.com">https://learn.microsoft.com</a></li> <li>• W3Schools – HTML &amp; Web Development <a href="https://www.w3schools.com">https://www.w3schools.com</a></li> <li>• NDL India (National Digital Library) <a href="https://ndl.iitkgp.ac.in">https://ndl.iitkgp.ac.in</a></li> <li>• SWAYAM / NPTEL ICT Courses <a href="https://swayam.gov.in">https://swayam.gov.in</a></li> <li>• Cyber Hygiene Portal (CERT-IN) <a href="https://www.cyberhygiene.in">https://www.cyberhygiene.in</a></li> </ul>						

Program - Semester M.B.A (Rural Management) - 1																	
Code MRMG106		Name of Subject Rural Development Management														Compulsory	
Credit: Teaching Hours - (3: 45)									Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Analyze the socio-economic and environmental characteristics of rural societies, identifying key challenges such as poverty, inequality, and resource scarcity.															
CO-2:		Define and explain the multi-faceted concept and scope of rural development, recognizing its significance in the broader context of national progress.															
CO-3:		Compare and contrast various theories and approaches to rural development, evaluating their strengths and limitations in addressing rural challenges.															
CO-4:		Trace the historical trajectory of rural development efforts in India, critically appraising the evolution of policies and programs from pre-independence to the present.															
Mapping Matrix of POs, PSOs and COs																	
COs	PO													PSO			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	2	2	2	2	2	1	3	1	3	3	3	2	2.17	---	2	2	2.00
CO2	3	2	2	3	3	1	2	1	2	1	1	3	2.00	1	2	1	1.33
CO3	3	2	2	3	1	1	---	2	2	1	3	3	2.09	3	3	3	3.00
CO4	2	2	---	3	3	2	2	2	3	2	3	1	2.27	3	1	1	1.67
Avg	2.50	2.00	2.00	2.75	2.25	1.25	2.33	1.50	2.50	1.75	2.50	2.25	2.13	2.33	2.00	1.75	2.00
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		1. Lecture 2. Observation															
CO2 ( Unit : 2)		3. Group Discussion 4. Project															
CO3 ( Unit : 3)		5. Case Study 6. Self-study															
CO4 ( Unit : 4)		7. Demonstration 8. Field Work															
Detailed Syllabus																	
Unit																Hours	
<b>1 Characteristics of Rural Society</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>Social structure, caste, class, gender dynamics.</li> <li>Agrarian economy and livelihood patterns.</li> <li>Rural poverty, inequality, and vulnerability.</li> <li>Challenges: migration, climate change impacts, access to resources.</li> </ul>																	
<b>2 Concept and Scope of Rural Development</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>Definitions and evolution of rural development.</li> <li>Multidimensional nature: economic, social, environmental, political aspects.</li> <li>Importance of rural development in national development.</li> <li>Rural-urban linkages and disparities.</li> </ul>																	
<b>3 Theories and Approaches to Rural Development</b>																<b>15</b>	
<ul style="list-style-type: none"> <li>Modernization theory, Dependency theory, Sustainable development. (SDG)</li> <li>Growth-oriented, welfare-oriented, integrated, participatory, and rights-based approaches.</li> <li>Gandhian model of rural development and its relevance.</li> </ul>																	
<b>4 Historical Evolution of Rural Development in India</b>																<b>10</b>	

<ul style="list-style-type: none"> <li>• Pre-independence initiatives (e.g., Sriniketan, Marthandam).</li> <li>• Post-independence programs (e.g., Community Development Programme, Integrated Rural Development Programme).</li> <li>• Five-Year Plans and their focus on rural development.</li> </ul>			
Assessment Method			
Internal 40 Marks	COs	Marks	Exam Component
			Class Test      Assignment      Presentation
	CO1	10	5      5      -
	CO2	10	5      -      5
	CO3	10	5      5      -
CO4	10	5      -      5	
External 60 Marks	COs	Marks	Exam Component
	CO1	15	Term End Examination
	CO2	15	
	CO3	15	
	CO4	15	
References			
Text & Reference Books:			
1.	ભારતમાં ગ્રામવિકાસ, બાબુભાઈ અવરાણી, અનડા પ્રકાશન, અમદાવાદ.		
2.	ગ્રામીણ સમાજશાસ્ત્ર, એ.જી. શાહ અને જે.કે. દવે, અનડા પ્રકાશન, અમદાવાદ.		
	ભારતીય ગ્રામઅર્થતંત્ર વિકાસના પરિપ્રેક્ષ્યમાં, ડૉ. દિલીપ શાહ, યુનિ. ગ્રંથનિર્માણ બોર્ડ, અમદાવાદ.		
4.	ગ્રામવિકાસમાં લોકભાગીદારી, જોશી વિદ્યુત, અનડા પ્રકાશન, અમદાવાદ.		
5.	ग्रामीण विकास, सिद्धांत, नीतियां और प्रबंधन, कटार सिंह, रावत प्रकाशन, जयपुर		
6.	टिकाऊ विकास और गांधी विचार, डॉ. महेश चंद्र शर्मा, गांधी शांति प्रतिष्ठान, नई दिल्ली, 2015		
7.	सामाजिक मुद्दे, जी.एल. शर्मा, रावत पब्लिकेशन, मुं. जयपुर, 2015.		
8.	भारत में ग्रामीण विकास, डॉ. बी. के. सहाय, किटाब महल, इलाहाबाद, 2016		
9.	Rural Development in India, G. P. Mishra & R. N. Prasad, Concept Publishing Company, 2005		
10.	ગ્રામ સ્વરાજ, મહાત્મા ગાંધી, નવજીવન પ્રકાશન.		
Online Resources & Tools			
<ul style="list-style-type: none"> <li>• Journal of Rural Development (Published by NIRD&amp;PR, India): <a href="https://nirdprojms.in/">https://nirdprojms.in/</a></li> <li>• MANAGE (National Institute of Agricultural Extension Management): <a href="https://www.manage.gov.in/">https://www.manage.gov.in/</a></li> <li>• Google Scholar: <a href="https://scholar.google.com">scholar.google.com</a></li> <li>• ResearchGate / Academia.edu: <a href="http://www.researchgate.net">www.researchgate.net</a>, <a href="http://www.academia.edu">www.academia.edu</a></li> <li>• International Journal of Rural Development and Management Studies Website: <a href="http://www.serialspublications.in/journals/journal-detail.php?jid=275">http://www.serialspublications.in/journals/journal-detail.php?jid=275</a></li> <li>• e-Gyanagar, Odisha State Open University (OSOU) - Rural Management Website: <a href="https://egyanagar.osou.ac.in/sub-slm-rm.html">https://egyanagar.osou.ac.in/sub-slm-rm.html</a></li> <li>• Shodhganga (Indian ETD Repository) Website: <a href="https://shodhganga.inflibnet.ac.in/">https://shodhganga.inflibnet.ac.in/</a></li> <li>• Government website</li> </ul>			

Program - Semester M.B.A (Rural Management) - 1																	
Code MRMG107		Name of Subject Computerized Accounting System														Compulsory	
Credit: Teaching Hours - (2:45)									Teaching Scheme : L (1) T (0) PR (2)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Apply fundamental accounting principles to classify accounts, record transactions, and manage company, account, and inventory information within a computerized accounting system.															
CO-2:		Accurately record and manage various financial transactions using default accounting vouchers in a computerized system.															
CO-3:		Process complex transactions involving both accounts and inventory, including stock and manufacturing journals, and generate relevant reports from a computerized accounting system.															
CO-4:		Comprehend the application of Goods and Services Tax (GST) principles and accurately record accounting entries for both local and interstate transactions within a computerized accounting environment.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	---	2	---	3	3	2	2	2	2	3	3	2	2.40	3	3	2	2.67
CO2	3	3	3	1	2	3	1	3	3	3	3	---	2.55	2	2	2	2.00
CO3	3	3	3	3	3	2	2	---	3	2	3	3	2.73	1	2	3	2.00
CO4	3	3	2	3	3	---	---	1	2	2	3	2	2.40	3	3	3	3.00
Avg	3.00	2.75	2.67	2.50	2.75	2.33	1.67	2.00	2.50	2.50	3.00	2.33	2.52	2.25	2.50	2.50	2.42
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Concept Lecture & Discussion, Demonstration, Hands-on Lab Practice															
CO2 ( Unit : 2)		Hands-on Lab Practice, Group Project, Assignment															
CO3 ( Unit : 3)		Hands-on Lab Practice, Group Project, Assignment															
CO4 ( Unit : 4)		Hands-on Lab Practice, Quiz/MCQ															
Detailed Syllabus																	
Unit																Hours	
<b>1. Basic Concepts of Accounting and Introduction to Computerized Accounting System</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>● Introduction to Accounting and Explanation of Accounting Terms</li> <li>● Types of Accounts -Rules of Debit and Credit</li> <li>● Concepts of Journal, Subsidiary Books, Ledgers and Ledger-Posting</li> <li>● Concepts of Trial Balance and Final Accounts</li> <li>● Computerized Accounting System- Meaning and Significance <ul style="list-style-type: none"> <li>● Company Information: Select Company, Shut Company, Create Company</li> <li>● Alter, Backup, Restore</li> </ul> </li> <li>● Creating, Displaying and Altering Account Information <ul style="list-style-type: none"> <li>● Single and Multiple Groups, Single Ledger and Multiple Ledgers, Voucher types</li> </ul> </li> <li>● Creating, Displaying and Altering Inventory Information</li> <li>● Stock Groups, Stock Items, Units of Measure</li> </ul>																	
<b>2. Recording Transactions (Accounts Only)</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>● Understanding Default Vouchers: <ul style="list-style-type: none"> <li>● Contra, Payment, Receipt, Sale, Purchase, Journal, Debit note, Credit note.</li> </ul> </li> <li>● Recording Transactions and Voucher Entries</li> <li>● Altering and Deleting Transactions</li> <li>● Practical Examples and Practice</li> </ul>																	

<b>3. Recording Transactions (Accounts with Inventory)</b>			<b>15</b>	
<ul style="list-style-type: none"> <li>● Voucher Entries with Inventory: Accounting Invoice &amp; Item Invoice</li> <li>● Meaning of Stock Journal and Manufacturing Journal</li> <li>● Display and Printing Reports</li> <li>● Practical Examples and Practice</li> </ul>				
<b>4. Goods and Services Tax (GST)</b>			<b>10</b>	
<ul style="list-style-type: none"> <li>● Understanding SGST, CGST &amp; IGST</li> <li>● Activating GST; Setting Up GST Rates; and Creating GST Masters</li> <li>● Accounting Entries with GST (Local and Interstate)</li> <li>● Practical Examples and Practice</li> </ul>				
<b>Assessment Method</b>				
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>	
			<b>MCQ</b>	<b>Assignment</b>
	<b>CO1</b>	10	5	5
	<b>CO2</b>	10	5	5
	<b>CO3</b>	10	5	5
	<b>CO4</b>	10	5	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>	
	<b>CO1</b>	15	Term End Examination	
	<b>CO2</b>	15		
	<b>CO3</b>	15		
	<b>CO4</b>	15		
<b>References</b>				
<b>Books:</b>				
<ul style="list-style-type: none"> <li>● Patel, K. (2017). <i>Tally.ERP 9 with GST</i> (Gujarati ed.). Ahmedabad, India: Computer World Publication. ASIN B0758C5LCT</li> <li>● Nadhani, A. K. (2018). <i>Mastering Tally.ERP 9</i> (4th rev. ed.). New Delhi, India: BPB Publications. ISBN 978-8183333399</li> <li>● Tally Education Pvt. Ltd. (2018). <i>Official guide to financial accounting using Tally.ERP 9 with GST</i> (4th rev. ed.). New Delhi, India: BPB Publications. ISBN 978-9387284036</li> <li>● Singh, S., &amp; Mehra, N. (2014). <i>Tally ERP 9 (Power of simplicity): Software for business and accounts</i> (Abridged ed.). Mumbai, India: V &amp; S Publishers. ISBN 978-9350571316</li> </ul>				
<b>Online Resources &amp; Tools</b>				
<ul style="list-style-type: none"> <li>● <a href="https://youtu.be/DPK9ZyGBckM?si=D6jgOWH0tGeEuVxY">https://youtu.be/DPK9ZyGBckM?si=D6jgOWH0tGeEuVxY</a></li> <li>● <a href="https://youtu.be/LzDwty94XUg?si=-5Y6gahbpnuYAJwJ">https://youtu.be/LzDwty94XUg?si=-5Y6gahbpnuYAJwJ</a></li> <li>● <a href="https://youtu.be/lotS-WNvsb0?si=botNe2JKtyXBdIKW">https://youtu.be/lotS-WNvsb0?si=botNe2JKtyXBdIKW</a></li> <li>● <a href="https://youtu.be/RmYhKRtG8JY?si=jX3fH9UsoNajRhTD">https://youtu.be/RmYhKRtG8JY?si=jX3fH9UsoNajRhTD</a></li> </ul>				

Program - Semester M.B.A (Rural Management) - 2																	
Code MRMG201		Name of Subject Management of Rural Institutions														Compulsory	
Credit: Teaching Hours - (2: 30)									Teaching Scheme : L (2) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Analyze the fundamental concepts and diverse types of rural institutions, recognizing their historical context, socio-economic characteristics, and their pivotal role in fostering rural development and social transformation.															
CO-2:		Evaluate the structure, functions, and constitutional mandate of Panchayati Raj Institutions (PRIs), critically assessing their powers, responsibilities, and challenges in promoting decentralized governance and grassroots planning.															
CO-3:		Apply core management principles to the unique context of rural institutions, including effective leadership, financial stewardship (budgeting, fund flow, auditing), monitoring and evaluation strategies, and leveraging Information and Communication Technologies (ICT) for enhanced institutional efficiency.															
CO-4:		Assess the significant contributions of Cooperatives, Self-Help Groups (SHGs), and Non-Governmental Organizations (NGOs) to rural development, understanding their models of operation, microfinance initiatives, and the potential of Public-Private Partnerships (PPPs) in achieving sustainable rural progress.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	2	3	1	3	---	3	2	1	3	3	3	2	2.36	3	1	2	2.00
CO2	3	3	2	3	1	3	2	2	3	---	2	---	2.40	1	2	3	2.00
CO3	1	---	3	3	3	3	2	1	1	1	3	1	2.00	2	3	3	2.67
CO4	3	2	3	3	2	3	1	3	---	1	3	---	2.40	2	3	1	2.00
Avg	2.25	2.67	2.25	3.00	2.00	3.00	1.75	1.75	2.33	1.67	2.75	1.50	2.29	2.00	2.25	2.25	2.17
3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lecture, Seminar, Case Study, Quiz, Field Visit, Group Discussion Supervised Assignment, Experiment, Self-Study															
CO2 ( Unit : 2)																	
CO3 ( Unit : 3)																	
CO4 ( Unit : 4)																	
Detailed Syllabus																	
Unit																Hours	
<b>1. Introduction to Rural Institutions</b> <ul style="list-style-type: none"> <li>• Concept and importance of rural institutions</li> <li>• Types of rural institutions: Traditional and modern</li> <li>• Role in rural development and social change</li> <li>• Structure and characteristics of rural society</li> <li>• Government and non-government institutions in rural areas</li> </ul>																7	
<b>2. Panchayati Raj Institutions (PRIs) and Local Governance</b> <ul style="list-style-type: none"> <li>• Historical background and evolution of PRIs</li> <li>• 73rd Constitutional Amendment Act</li> <li>• Structure: Gram Sabha, Gram Panchayat, Panchayat Samiti, Zila Parishad</li> <li>• Powers, functions, and responsibilities</li> <li>• Challenges and capacity-building of PRIs</li> <li>• Role in decentralized governance and planning</li> </ul>																8	
<b>3. Management and Administration of Rural Institutions</b> <ul style="list-style-type: none"> <li>• Principles of management in rural context</li> </ul>																7	

<ul style="list-style-type: none"> <li>• Leadership and decision-making in rural institutions</li> <li>• Financial management: Budgeting, fund flow, and audits</li> <li>• Monitoring and evaluation systems</li> <li>• Role of ICT in rural institutional management</li> <li>• Capacity-building and training of functionaries</li> </ul>					
<b>4. Role of Cooperatives, SHGs, and NGOs in Rural Development</b> <ul style="list-style-type: none"> <li>• Cooperatives: Concept, types, and role in agriculture, credit, and marketing</li> <li>• Self-Help Groups (SHGs): Formation, function, and empowerment</li> <li>• Microfinance and rural credit systems</li> <li>• NGOs and Civil Society Organizations: Their role in rural governance</li> <li>• Public-Private Partnership (PPP) models</li> <li>• Case studies of successful rural institutions</li> </ul>		<b>8</b>			
<b>Assessment Method</b>					
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>Class Test</b>	<b>Assignment</b>	<b>Presentation</b>
	<b>CO1</b>	10	5	5	--
	<b>CO2</b>	10	5	--	5
	<b>CO3</b>	10	5	5	--
	<b>CO4</b>	10	5	--	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term End Examination		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
<b>References</b>					
<b>Books:</b> <ul style="list-style-type: none"> <li>• <b>"Handbook of Decentralized Governance and Development in India"</b> edited by D. Rajasekhar (Routledge India, 2022).</li> <li>• <b>"Building a Resilient Twenty-First-Century Economy for Rural America"</b> by Don E. Albrecht (Utah State University Press, 2020).</li> <li>• <b>"Decentralized Governance: Crafting Effective Democracies Around the World"</b> edited by Jean-Paul Faguet and Sarmistha Pal (LSE Press, 2023).</li> <li>• <b>Panchayati Raj Institutions (PRIs) and Local Governance:</b></li> <li>• <b>"Panchayati Raj and Decentralized Planning"</b></li> <li>• <b>"A Handbook on SHG - Bank Linkage"</b> (NABARD,).</li> </ul>					
<b>Online Resouces</b> <ul style="list-style-type: none"> <li>• Journal of Rural Development (Published by NIRD&amp;PR, India): <a href="https://nirdprojms.in/">https://nirdprojms.in/</a></li> <li>• MANAGE (National Institute of Agricultural Extension Management): <a href="https://www.manage.gov.in/">https://www.manage.gov.in/</a></li> <li>• Google Scholar: <a href="https://scholar.google.com">scholar.google.com</a></li> <li>• ResearchGate / Academia.edu: <a href="http://www.researchgate.net">www.researchgate.net</a>, <a href="http://www.academia.edu">www.academia.edu</a></li> <li>• International Journal of Rural Development and Management Studies Website: <a href="http://www.serialspublications.in/journals/journal-detail.php?jid=275">http://www.serialspublications.in/journals/journal-detail.php?jid=275</a></li> <li>• e-Gyanagar, Odisha State Open University (OSOU) - Rural Management Website: <a href="https://egyanagar.osou.ac.in/sub-slm-rm.html">https://egyanagar.osou.ac.in/sub-slm-rm.html</a></li> <li>• Shodhganga (Indian ETD Repository) Website: <a href="https://shodhganga.inflibnet.ac.in/">https://shodhganga.inflibnet.ac.in/</a></li> <li>• Government websites</li> </ul>					

Program - Semester M.B.A (Rural Management) – 2																	
Code MRMG202		Name of Subject Entrepreneurship Management														Compulsory	
Credit: Teaching Hours - (2: 30)									Teaching Scheme : L (2) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Understand the concepts, characteristics, types, and importance of entrepreneurship management, especially in rural contexts.															
CO-2:		Analyze the present situation, challenges, and determinants of entrepreneurship in rural areas.															
CO-3:		Evaluate the role of government and non-government organizations in promoting entrepreneurship, including financial and technical support systems.															
CO-4:		Apply knowledge of entrepreneurship management processes for achieving sustainable rural development.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	---	3	---	1	1	3	3	1	1	1	3	1.80	2	3	2	2.33
CO2	---	3	2	3	2	1	3	1	1	1	1	1	1.67	1	2	2	1.67
CO3	1	1	3	3	1	2	1	2	1	1	2	3	1.75	2	1	1	1.33
CO4	3	3	2	1	3	2	3	3	3	3	2	---	1.25	3	2	1	2.00
Avg	1.67	2.33	2.50	2.33	1.75	0.00	2.50	2.25	1.50	1.50	1.50	2.33	1.62	2.00	2.00	1.50	1.83
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lecture, storytelling, Ask and know technique															
CO2 ( Unit : 2)		Lecture, Shark tank – analysis and presentation in team															
CO3 ( Unit : 3)		Lecture, experience sharing by institution, Group discussion															
CO4 ( Unit : 4)		Lecture, Ask and know technique, experience sharing of rural units by the students															
Detailed Syllabus																	
Unit																Hours	
<b>1. Entrepreneurship Management</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Entrepreneurship Management- Meaning, Characteristics and importance.</li> <li>• Analysis the various types of Entrepreneurships</li> <li>• Present Situation of Entrepreneurship in rural areas and the factors responsible for it.</li> <li>• General perceptions about the determinants of entrepreneurship.</li> </ul>																	
<b>2. Entrepreneurship in rural areas</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Modern and Traditional nature of Entrepreneurship in rural areas.</li> <li>• Identification of hazards in development of entrepreneurship in rural areas and analysis of the factors that affect it.</li> </ul>																	
<b>3. Organized efforts for development of Entrepreneurship in rural area</b>																<b>5</b>	
<ul style="list-style-type: none"> <li>• Government and non-government entrepreneurial efforts for development of rural industry, hunner (arts) handicrafts.</li> <li>• Provisions for Financial and technical training for entrepreneurship development and other assistance, major institutions working for it.</li> </ul>																	
<b>4. Entrepreneurship Development Management in Rural Area</b>																<b>5</b>	
<ul style="list-style-type: none"> <li>• Need of Entrepreneurship Management for Sustainable rural development and concept of its working procedure.</li> <li>• Process of Entrepreneurship Management</li> </ul>																	

Assessment Method					
Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO1	10	5	5	-
	CO2	10	5	-	5
	CO3	10	5	5	-
	CO4	10	5	-	5
External 60 Marks	COs	Marks	Exam Component		
	CO1	15	Term End Examination		
	CO2	15			
	CO3	15			
	CO4	15			

### References

#### Books:

- Vasant Desai (2021)- Entrepreneurship Development and Management (Revised Edition), Himalaya Publishing House Pvt. Ltd., Mumbai, ISBN: 9789352027900 (topic covers- Entrepreneurial traits, Start-up process, business planning, Project appraisal and funding, Government schemes, MSME policies, Innovation, incubation)
- C.B. Gupta & S.S. Khanka (2022) - Entrepreneurship and Small Business Management, 13th edition, Sultan Chand & Son, New Delhi. ISBN: 9789387907230 Pages: 700+ (Covers both entrepreneurial theory and small business management practices including Nature and scope of entrepreneurship, Entrepreneurial development programmes (EDPs), Business opportunity identification, Project formulation and financing, Management of MSMEs and Role of government and institutions (like SIDBI, MSME ministry).
- S.S. Khanka (2022)- Entrepreneurship Development, S. Chand & Company Pvt. Ltd., New Delhi. ISBN: 9788121928464, Pages: 480 pages (Covers- Nature and scope of entrepreneurship, Entrepreneurial traits and motivation, Entrepreneurial development programs (EDPs), Project identification and report writing, Sources of finance and institutions like SIDBI, MSME, etc)
- Archana Singh & Sumedha Chauhan(2021)-Social Entrepreneurship and Sustainable Development, SAGE Publications India Pvt Ltd. pages-304, ISBN:Paperback: 9789353887558, eBook: 9789353887763 (Focuses on **social innovation, grassroots entrepreneurship, sustainability, and impact-driven rural development** through case studies and field insights)
- Anil K. Gupta (2016)- Grassroots Innovation: Minds on the Margin Are Not Marginal Minds, **Penguin Books India**, ISBN: 9780670087514, 384 pages,(covers- Indigenous knowledge systems, Frugal innovation and jugaad, The Honey Bee Network, Inclusive development, Innovation by farmers, artisans, tribal communities and Policy recommendations for fostering innovation from below)

#### Online Resources & Tools

- Shodhganga (Indian ETD Repository) Website: <https://shodhganga.inflibnet.ac.in/>
- ResearchGate / Academia.edu Websites: [www.researchgate.net](http://www.researchgate.net) · [www.academia.edu](http://www.academia.edu)
- Google Scholar Website: [scholar.google.com](http://scholar.google.com)
- Startup India (Government of India Initiative): Website: <https://www.startupindia.gov.in/>
- NITI Aayog, Government of India: Website: <https://www.niti.gov.in/>
- MSME (Ministry of Micro, Small & Medium Enterprises), Government of India:
- Website: <https://msme.gov.in/>

#### Suggested readings:

- EDI handbook / manual (concept, project formulation and feasibility analysis)
- CED manual (implementation process and role of supporting agencies)
- Mudra yojana manual (financial assistance for MSME)
- SIDBI manual (for promotion of MSME and entrepreneurship)
- KVIC & NABARD on small industry
- National Innovation Foundation, Report (NIF portal)

Program - Semester M.B.A (Rural Management) - 2																	
Code MRMG203		Name of Subject Financial Management														Compulsory	
Credit: Teaching Hours - (3: 45)										Teaching Scheme : L (3) T (1) PR (0)							
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Explain the fundamental concepts, objectives, scope, and various sources of finance relevant to effective financial management within an organization.															
CO-2:		Analyze different types of leverage (operating, financial, and combined) and their impact on capital structure decisions, applying relevant practical illustrations.															
CO-3:		Evaluate the components and types of working capital, and determine the factors influencing an organization's working capital requirements.															
CO-4:		Apply various capital budgeting techniques, such as Pay-Back Period, Average Rate of Return, Net Present Value, and Profitability Index, to make informed long-term investment decisions.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	2	3	2	3	1	1	3	3	---	3	3	2.45	3	1	2	2.00
CO2	1	3	---	2	3	2	2	1	3	3	2	3	0.83	3	---	2	2.50
CO3	2	2	2	1	2	3	1	3	2	1	3	1	1.25	3	2	3	2.67
CO4	---	3	2	3	1	3	1	3	3	2	1	---	1.42	1	1	1	1.00
Avg	2.00	2.50	2.33	2.00	2.25	2.25	1.25	2.50	2.75	2.00	2.25	2.33	1.49	2.50	1.33	2.00	2.04
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Interactive Lecture, Infographic Task, Quiz															
CO2 ( Unit : 2)		Problem Solving – Practical Demonstration,															
CO3 ( Unit : 3)		Group Discussion, Assignments															
CO4 ( Unit : 4)		Problem Solving, Group Projects															
Detailed Syllabus																	
Unit																Hours	
<b>1. Introduction to Financial Management</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Meaning and Characteristics of Financial Management</li> <li>• Objectives and Importance of Financial Management</li> <li>• Scope of Financial Management</li> <li>• Sources of Finance (Short Term and Long-Term Sources).</li> </ul>																	
<b>2. Capital Structure and Leverage Analysis</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Meaning, Characteristics and Importance of Capital Structure</li> <li>• Factors Determining Capital Structure; Types of Capital Structure and Concept of Trading on Equity</li> <li>• Meaning and Significance of Leverage Analysis</li> <li>• Types of Leverage: Operating Leverage, Financial Leverage and Combined Leverage (Basic Practical Illustrations).</li> </ul>																	
<b>3. Short Term Investment Decisions: Working Capital Management</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Meaning, Concept and Characteristics of Working Capital</li> <li>• Types of Working Capital</li> <li>• Factors Determining Working Capital Requirement</li> <li>• Components of Working Capital.</li> </ul>																	

<b>4. Long Term Investment Decisions: Capital Budgeting</b>	<b>15</b>
<ul style="list-style-type: none"> <li>● Meaning, Characteristics and Significance of Capital Budgeting</li> <li>● Factors Affecting Capital Investment Decisions</li> <li>● Procedure of Preparing Capital Budget</li> <li>● Methods of Capital Budgeting: Pay-Back Period Method, Average Rate of Return Method, Net Present Value Method, Profitability Index Method (Basic Practical Illustrations)</li> </ul>	

**Assessment Method**

Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	MCQ	Assignment
	CO1	10	5	3	2
	CO2	10	5	3	2
	CO3	10	5	3	2
	CO4	10	5	3	2

  

External 60 Marks	COs	Marks	Exam Component
			CO1
CO2	15		
CO3	15		
CO4	15		

**References**

**Books:**

- Pandey, I. M. (2021). Financial management (12th ed.). New Delhi, India: Vikas Publishing House. ISBN 978-93-5208-343-9
- Kuchhal, S. C. (2023). Financial management: An analytical and conceptual approach (11th ed.). Allahabad, India: Chaitanya Publishing House.
- Khan, M. Y., & Jain, P. K. (2018). Financial management: Text, problems, and cases (8th ed.). New Delhi, India: Tata McGraw Hill. ISBN 978-9353162184
- Shrivastava, R. M. (2022). Financial management & policy (Latest Indian ed.). Mumbai, India: Himalaya Publishing House.
- Chandra, P. (2022). Financial management: Theory and practice (11th ed.). New Delhi, India: Tata McGraw Hill. ISBN 978-9355322203
- Kulkarni, P. V., & Satyaprasad, B. G. (2022). Financial management (Latest Indian ed.). Mumbai, India: Himalaya Publishing House.
- Maheshwari, S. N. (2021). Financial management (Latest Indian ed.). New Delhi, India: Sultan Chand & Sons.
- Inamdar, S. M. (2022). Basic financial management (Latest Indian ed.). Mumbai, India: Himalaya Publishing House.
- Vechalekar, N. M. (2022). Financial management (Latest Indian ed.). Pune, India: Nirali Prakashan.
- Kothari, R. (2019). Contemporary financial management (1st ed.). New Delhi, India: Macmillan India Limited. ISBN 978-9351508212
- Van Horne, J. C. (2019). Financial management and policy (13th ed.). New Delhi, India: Prentice Hall of India.
- Srivastava, R., & Mishra, A. (2022). Financial management (Latest Indian ed.). New Delhi, India: Oxford University Press.
- Shah, Pankaj. (2021). Fundamentals of financial management. Ahmedabad, India: Kumar Prakashan.
- Shah, P. M., & Pandey, I. M. (2022). Financial management. Ahmedabad, India: Kumar Prakashan.
- Rustagi, R. P. (2024). Financial management – fundamentals (UGC/NEP ed.). New Delhi: Taxmann. ISBN: 978-93-5507-123-4
- Shah, S. (2021). નાણાકીય સંચાલન [Financial Management]. Ahmedabad, India: University Granth Nirman Board.

**Online Resources & Tools**

- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. <https://swayam.gov.in/>
- INFLIBNET Centre. (n.d.). e-PG Pathshala. <https://epgp.inflibnet.ac.in/Home/Download>
- Massachusetts Institute of Technology. <https://ocw.mit.edu/courses/>
- Khan Academy. <https://www.khanacademy.org>
- YouTube Videos:
  - <https://youtu.be/l2xFDbnO4iA?si=d4S5FmnnfqpkoMHA>
  - [https://youtu.be/jjV9zKAXfYA?si=DLbfH2cErbo\\_gfl0](https://youtu.be/jjV9zKAXfYA?si=DLbfH2cErbo_gfl0)
  - <https://youtu.be/i0az1n2JXWE?si=N-E-cHZstWBwwVue>
  - <https://youtu.be/6CirWwz9GW8?si=xIqcTZZeOoT-BOHN>

Program - Semester M.B.A (Rural Management) - 2																	
Code MRMG204		Name of Subject Managerial Economics														Compulsory	
Credit: Teaching Hours - (3: 45)									Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Understand the concepts, nature, and relevance of Managerial Economics, including its social responsibility and Gandhian view.															
CO-2:		Apply concepts of demand, supply, and elasticity to analyze consumer behaviour and market dynamics.															
CO-3:		Analyze cost structures, laws of return, and Break-Even Point for effective managerial decision-making.															
CO-4:		Evaluate market structures (competition, monopoly), pricing strategies, and price discrimination, with emphasis on agriculture markets and policies (MSP, APMC).															
Mapping Matrix of POs, PSOs and COs																	
COs	PO													PSO			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	2	1	3	3	---	---	3	2	---	2	2	2.11	3	2	1	2.00
CO2	2	3	3	1	3	3	3	2	1	---	3	1	2.27	1	2	2	1.67
CO3	2	1	1	2	3	2	2	3	2	---	2	---	2.00	3	2	1	2.00
CO4	2	1	3	3	3	1	3	3	3	1	1	3	2.25	3	3	3	3.00
Avg	1.75	1.75	2.00	2.25	3.00	2.00	2.67	2.75	2.00	1.00	2.00	2.00	2.16	2.50	2.25	1.75	2.17
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lecture, Ask & Know Technique, Group Discussion,															
CO2 ( Unit : 2)		Lecture, Ask & Know Technique, Group Discussion, presentation															
CO3 ( Unit : 3)		Lecture, Ask & Know, Technique, Gamification, Assignment,															
CO4 ( Unit : 4)		Lecture, presentation, Ask & Know Technique, Group Discussion															
Detailed Syllabus																	
Unit																Hours	
<b>1. Introduction to Managerial Economics</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• General Concept of Economics</li> <li>• Managerial Economics- Meaning, Characteristics and importance</li> <li>• Nature of Managerial Economics, Managerial Economics is art or science</li> <li>• Basic concepts of Managerial Economics</li> <li>• Social Responsibility of Managerial Economics, Managerial Economics in Gandhian view and its present relevance</li> </ul>																	
<b>2. Demand analysis and elasticity of demand &amp; Supply analysis</b>																<b>15</b>	
<ul style="list-style-type: none"> <li>• Demand- meaning, types and factors affecting the demand</li> <li>• Law of demand and exceptions.</li> <li>• Supply- Meaning, factors affecting the supply, law of supply and exceptions</li> <li>• Elasticity of demand and methods</li> <li>• Elasticity of supply and method</li> </ul>																	
<b>3. Law of Return, Cost analysis and Break Even Point</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Law of Return- concept and cause for apply the law</li> <li>• Merits and demerits of scaling</li> <li>• Cost analysis- Meaning and various types of expenses</li> <li>• understanding of decisions about major expenses</li> <li>• Break Even Point - general concept</li> </ul>																	

<b>4. Market Analysis: Competition, Monopoly, Price determination and Price discrimination</b>	<b>10</b>
<ul style="list-style-type: none"> <li>● Competition- meaning and types</li> <li>● Monopoly- meaning and types</li> <li>● Price determination- Meaning, objectives and principles</li> <li>● Practices of Price determination</li> <li>● Provision of Price determination with reference to agriculture commodities (MSP &amp; APMC concept)</li> <li>● Price discrimination- Meaning and Characteristics</li> </ul>	

**Assessment Method**

Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO1	10	5	5	-
	CO2	10	5	-	5
	CO3	10	5	5	-
	CO4	10	5	-	5

  

External 60 Marks	COs	Marks	Exam Component
			CO1
CO2	15		
CO3	15		
CO4	15		

**References**

**Books:**

1. **Trivedi D.N.(2021) – Managerial Economics**, Vikas Publishing House Pvt. Ltd., New Delhi, **ISBN: 9789325976161, Pages: ~560 pages (Focus: Micro and macroeconomic concepts, demand analysis, pricing, and business decision-making in the Indian context)**
2. **Desai Maganbhai – અર્થશાસ્ત્રના સિદ્ધાંતો (Arthshastra na Siddhanto)**, Navajivan Prakashan Mandir, Ahmedabad (**Focus: Foundational principles of economics in simple Gujarati, focused on Gandhian and rural economic principles**)
3. **M.K. Gandhi (reprint 2022) – Gram Swaraj**, Navajivan Prakashan Mandir, Ahmedabad, (Hindi/English/Gujarati) pages-150 (**Focus: Vision of self-reliant villages, decentralization, swadeshi economy**)
4. **Chaudhary C.M. (2022)– Rural Economics**, Sublime Publications, Jaipur, **ISBN: 9789382536930, Pages: ~280 pages (Focus: Indian rural economy, agricultural economics, employment, rural credit, and policy reforms)**
5. **Mishra & Puri (2021)– Managerial Economics**, Himalaya Publishing House, New Delhi / Mumbai, **ISBN: 9789350249482, Pages: ~500 pages (Focus: Combines economic theory with managerial applications, case studies, and Indian economic policy issues)**
6. **Chaudhary R.(2022) – Managerial Economics**, S. Chand & Company Pvt. Ltd., New Delhi, **ISBN: 9788121905786 Pages:500 (Focus: Microeconomic and macroeconomic analysis for decision-making, demand/supply, market structures, price policy)**
7. **jain Lokesh, Patel Rajiv and Bhoje Kailash (2016)- Sanchalakiy Arthshastra, (Language-Gujarati) Agro biobate publishing, New- Delhi**

**Online Resources & Tools**

- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. <https://swayam.gov.in/>
- INFLIBNET Centre. (n.d.). e-PG Pathshala. <https://epgp.inflibnet.ac.in/Home/Download>

**Useful reading**

- J.C. Kumarappa- Village Economics
- Person- Prof. Sudarshan Iyengar (Gandhi Vichar ka Arthshastra & other fundamental concept of Economic)
- Pro. Anil k Gupta (Sustainable approach rural economy)

Program - Semester M.B.A (Rural Management) - 2																		
Code MRMG205		Name of Subject Research Methodology															Compulsory	
Credit: Teaching Hours - (3: 45)										Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																		
After completing this course, students will be able to																		
CO-1:		Define various types of research, explain the significance of research in rural development, and outline the fundamental steps involved in a research process.																
CO-2:		Conduct a literature review, formulate a well-defined research problem, establish clear research objectives, develop testable hypotheses, identify relevant variables, and design an appropriate research methodology.																
CO-3:		Differentiate between population and sample, identify the features and requirements of a good sample, and apply various sampling methods for research.																
CO-4:		Distinguish between primary and secondary data, select appropriate methods for primary data collection, and construct a well-structured research report adhering to the characteristics of good report writing.																
Mapping Matrix of POs, PSOs and COs																		
COs	PO													PSO				
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg	
CO1	3	2	2	1	2	3	3	3	2	3	2	---	2.36	---	---	2	2.00	
CO2	1	3	---	3	---	1	2	3	2	2	3	3	2.30	2	2	3	0.00	
CO3	3	3	3	2	1	2	2	---	1	1	2	3	2.09	2	1	3	2.00	
CO4	2	---	3	2	---	3	3	2	---	2	---	3	2.50	1	3	3	2.33	
Avg	2.25	2.67	2.67	2.00	1.50	2.25	2.50	2.67	1.67	2.00	2.33	3.00	2.31	1.67	2.00	2.75	1.58	
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																		
Teaching Pedagogy																		
COs		Teaching Strategy																
CO1 ( Unit : 1)		Lecture, Supervised Assignment, Self-Study, Seminar Group Discussion Survey, Field work, Team Teaching																
CO2 ( Unit : 2)																		
CO3 ( Unit : 3)																		
CO4 ( Unit : 4)																		
Detailed Syllabus																		
Unit															Hours			
<b>1. Introduction to Research</b>															<b>10</b>			
<ul style="list-style-type: none"> <li>• Meaning and Types of Research</li> <li>• Significance of Research in Various Fields of Rural Development</li> <li>• Steps of Research</li> </ul>																		
<b>2. Research Problem and Objectives</b>															<b>10</b>			
<ul style="list-style-type: none"> <li>• Review of Literature</li> <li>• Selection of Research Problem</li> <li>• Research Objectives, Hypothesis and Variables</li> <li>• Research Design</li> </ul>																		
<b>3. Population and Sample</b>															<b>10</b>			
<ul style="list-style-type: none"> <li>• Meaning of Population and Sample</li> <li>• Features and Requirement of Sample</li> <li>• Various Methods of Sampling</li> </ul>																		
<b>4. Data Collection and Report Writing</b>															<b>15</b>			
<ul style="list-style-type: none"> <li>• Meaning and Types of Data: Primary and Secondary Data</li> <li>• Methods of Primary Data Collection</li> </ul>																		

- Research Report Writing: Meaning and Steps of Report Writing
- Structure of Research Report and Characteristics of Good Report Writing

### Assessment Method

Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO1	10	5	5	-
	CO2	10	5	-	5
	CO3	10	5	5	-
	CO4	10	5	-	5

  

External 60 Marks	COs	Marks	Exam Component
			CO1
CO2	15		
CO3	15		
CO4	15		

### References

#### Books:

- સંશોધન પદ્ધતિ. ડી. એ ઉચાટ
- સંશોધન પદ્ધતિ. એ.જી શાહ અને જે.કે દવે. અનડા પ્રકાશન, અમદાવાદ.
- સંશોધનની પાયાની સંકલ્પનાઓ (સંશોધન હાથપોથી), ડૉ. આર. એસ. પટેલ, જય પબ્લિકેશન, અમદાવાદ.
- સંશોધન પદ્ધતિઓ અને પ્રવિધિઓ, એચ. જી. દેસાઇ અને કે. જી. દેસાઇ, યુનિવર્સિટી ગ્રંથ નિર્માણ બોર્ડ
- સામાજિક અનુસંધાન. ડૉ. સુરેન્દ્રસિંહ, ઉત્તર પ્રદેશ હિંદી ગ્રંથ એકાદમી, લખનઉ.
- પ્રયુક્ત આંકડાશાસ્ત્ર, ડૉ. રમેશચંદ્ર ઠા. રતાણી, યુનિવર્સિટી ગ્રંથ નિર્માણ બોર્ડ, અમદાવાદ.
- ધંધાકીય સંશોધન પદ્ધતિઓ, પ્રા. દીપા ડી. ગોસાઇ તથા અન્ય, કુમાર પ્રકાશન, અમદાવાદ.
- Research Methodology: Methods and Techniques, C. R. Kothari, New Age International (P) Ltd, New Delhi.
- Research Methodology in Social Sciences, Thakur, Devendra, Deep and Deep Publications, New Delhi.
- Research Methods in Rural Development, Gullybaba.com Panel, Gullybaba Publishing House (P) Ltd.
- Research Methods in Rural Development, Dr. S. Nakkiran and Dr.G. Ramesh, Deep & Deep Publications.
- Scientific Social Surveys and Research, P. V. Young, Prentice Hall of India Ltd. New Delhi
- Research Methods, Ed.2, Trochim, William
- M. Biztantra, New Delhi.

#### Online Resources & Tools

- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. <https://swayam.gov.in>
- INFLIBNET Centre. (n.d.). e-PG Pathshala. <https://epgp.inflibnet.ac.in/Home/Download>
- Massachusetts Institute of Technology. (2004). 15.501 Introduction to financial and managerial accounting: Lecture notes. MIT OpenCourseWare. <https://ocw.mit.edu/courses/15-501-introduction-to-financial-and-managerial-accounting-spring-2004/pages/lecture-notes/>
- Khan Academy. (n.d.). Accounting and financial statements. <https://www.khanacademy.org/economics-finance-domain/core-finance/accounting-and-financial-stateme>
- YouTube Videos: <https://youtu.be/jyv9paQDYy0?si=L5fmE7X5g9aDiwjh>

Program - Semester M.B.A (Rural Management) - 2																	
Code MRMG206		Name of Subject Information System for Management														Compulsory	
Credit: Teaching Hours - (3: 45)									Teaching Scheme : L (3) T (1) PR (3)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Understand the concepts of information, systems, and the phases of system development.															
CO-2:		Analyze the structure, implementation, and role of Management Information Systems (MIS) across organizational levels, and evaluate their applications in diverse business sectors and government services.															
CO-3:		Analyze and apply modern MIS tools including GIS, Data Mining, Data Science, and Blockchain in decision-making.															
CO-4:		Demonstrate understanding of knowledge management, AI, expert systems, and data-driven technologies.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	1	3	2	3	2	3	2	3	1	3	2	2.33	3	3	3	3.00
CO2	1	2	3	3	3	2	1	2	3	---	2	1	2.09	1	2	3	2.00
CO3	1	3	2	3	2	---	2	2	2	3	2	---	2.20	1	2	2	1.67
CO4	2	3	3	2	2	2	3	3	2	1	2	1	2.17	1	1	3	1.67
Avg	1.75	2.25	2.75	2.50	2.50	0.00	2.25	2.25	2.50	1.67	2.25	1.33	2.20	1.50	2.00	2.75	2.08
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lectures, Case-based discussions, Hands-on sessions, Problem solving															
CO2 ( Unit : 2)		Lectures, Video demonstrations, Group discussions, Debate															
CO3 ( Unit : 3)		Lectures, Case studies, Portal walkthroughs, GIS tool practice (Practical)															
CO4 ( Unit : 4)		Flipped classroom, AI tool demonstrations, Analytics dashboard walkthroughs															
Detailed Syllabus																	
Unit																Hours	
<b>1. SYSTEM ANALYSIS AND DEVELOPMENT</b>																<b>15</b>	
<ul style="list-style-type: none"> <li>Information Concept, Classification, Element, Characteristics and Types, Attributes and Qualities of Information.</li> <li>System Concepts, Role, Attributes and Tasks of a System Analyst.</li> <li>System Development lifecycle method (SDLC).</li> <li>Software Development Model, Logic Representation Technique: Data Flow Diagrams- Data Dictionary. Structured Analysis Tools: Structured English- Decision Table- Decision Tree.</li> <li>Input-Output-Form Design, Testing and Quality Assurance, Software-Hardware Selection, System Implementation and Maintenance, System Security and Audit.</li> </ul>																	
<b>2. INFORMATION MANAGEMENT &amp; SYSTEM</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>MIS: Definitions, Benefits, functions, Characteristics, Role, Components of Information System- Three Dimension of IS.</li> <li>Elements of Information System Model, MIS as a Pyramid, Implementing an MIS, MIS and Information Resources Management (IRM), Modules of MIS, MIS Tools and Selection.</li> <li>Transaction-Level Systems: Transaction Processing System (TPS), Office Automation System (OAS).</li> <li>Knowledge and Content Management Systems: Knowledge Management System (KMS), Content Management System (CMS).</li> <li>Decision Support &amp; Analytical Systems: Decision Support System (DSS), Business Intelligence System (BIS), Executive Support System (ESS).</li> </ul>																	

<ul style="list-style-type: none"> <li>• Strategic and Enterprise-Level Systems: Strategic Information System (SIS), Enterprise Resources Planning (ERP), Enterprise Application Integration (EAI).</li> <li>• Customer and Supply Chain Systems: Customer Relationship Management (CRM), Supply Chain Management (SCM).</li> <li>• Business Process and Risk Management Systems: Business Process Reengineering (BPR), Business Continuity Planning (BCP)</li> </ul>						
<b>3. MIS APPLICATIONS AND TOOLS</b> <ul style="list-style-type: none"> <li>• Application of MIS in various sector (Personal, Marketing, Finance, Production, Service, etc).</li> <li>• Case studies of Various Portal (Education, health, Development, HR, etc).</li> <li>• ICT based MIS Scheme in Government (MGNREGA, PM-Kisan, etc)</li> <li>• Data warehouse, Data Mining and Visualization tools.</li> <li>• Basics of GIS, GPS, and remote sensing, Spatial data collection, mapping, and interpretation, Use of GIS in planning</li> </ul>		<b>10</b>				
<b>4. KNOWLEDGE &amp; ENHANCE MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Knowledge Management: Types of Knowledge, Processes, Life cycle, Challenges</li> <li>• Expert Systems: Definition and components, Applications in decision-making, Limitations and future scope</li> <li>• Artificial Intelligence (AI): Introduction, Role of AI, Business applications: Chatbots, predictive analytics, virtual assistants.</li> <li>• Data Science and Analytics: Overview, Data collection, cleaning, visualization, and interpretation, Use of tools, Real-world use cases.</li> <li>• Blockchain Technology: Basics, Components, Applications and Challenges.</li> </ul>		<b>10</b>				
<b>Lab Exercises:</b> <ul style="list-style-type: none"> <li>• <b>Data Flow Diagram (DFD) and Decision Tree using draw.io or Lucidchart</b></li> <li>• <b>Work with MS Excel / looker studio/ Google Sheets for:</b> <ol style="list-style-type: none"> <li>Data visualization, dashboards</li> <li>Pivot tables, charts, conditional formatting</li> </ol> </li> <li>• <b>Explore Government MIS portals:</b> <ol style="list-style-type: none"> <li>MGNREGA MIS, PM-Kisan portal, Digilocker, etc.</li> <li>Record structure, interface usability, reporting tools</li> </ol> </li> <li>• <b>Introduction to Database Tools (MS Access/MySQL):</b> <ol style="list-style-type: none"> <li>Create a simple relational database</li> <li>Perform SELECT queries, create forms and reports</li> </ol> </li> <li>• <b>Basic HTML-based MIS Form</b> <ol style="list-style-type: none"> <li>Simple form for data input in an MIS interface</li> </ol> </li> <li>• <b>Demonstration of GIS tools (Google Earth, QGIS):</b> <ol style="list-style-type: none"> <li>Basic spatial data mapping</li> </ol> </li> <li>• <b>Introductory use of AI/Chatbot tools</b> <ol style="list-style-type: none"> <li>Try tools like ChatGPT/Bard for business query simulation</li> </ol> </li> <li>• <b>Use of Data Mining Tools (e.g., SPSS, RapidMiner / Orange)</b></li> </ul>		<b>45</b>				
Assessment Method						
Internal 40 Marks	COs	Marks	Exam Component			
			Class Test	Presentation / MCQ	Practical	Assignment
	CO1	10	5	-	-	5
	CO2	10	-	5	5	-
	CO3	10	-	5	5	-
	CO4	10	5	-	-	5
External 60 Marks	COs	Marks	Exam Component			
	CO1	15	Term End Examination			
	CO2	15				
	CO3	15				
	CO4	15				

## References

### Text Books

- System Analysis and Design by Dr. Satish Patel (2024), Self & Pothi.com Publication.
- Analysis and Design of Information Systems(2020), Rajaraman, Prentice Hall
- Management Information System (2021) – W.S. Jawadekar (Tata McGraw-Hill)
- Information Systems for Modern Management(2022)– Murdick, Ross & Claggett (PHI Learning)
- Management Information Systems: Managing the Digital Firm (2023) – Efraim Turban & Linda Volonino (Wiley)

### Supplementary Resources

- Fundamentals of Geographic Information Systems – DeMers, Michael N.
- AI for Managers – Vineet Kumar & Nitin Upadhyay
- Blockchain Basics – *Daniel Drescher*

### Web Resources

- NPTEL Courses on MIS and AI – <https://nptel.ac.in>
- MGNREGA Portal – <https://nrega.nic.in>
- Google Cloud & Power BI Docs – <https://cloud.google.com/docs>, <https://learn.microsoft.com>
- QGIS tutorials – <https://docs.qgis.org>

Program - Semester M.B.A (Rural Management) - 2																	
Code MRMG207		Name of Subject Village Study														Compulsory	
Credit: Teaching Hours - (2:60)										Teaching Scheme : L (5) T (0) Field (55)							
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Develop a fact-based understanding of rural life by engaging directly with villagers and observing socio-economic, cultural, and institutional dynamics.															
CO-2:		Analyze the functioning of rural institutions and their role in implementing government development schemes at the grassroots level.															
CO-3:		Conduct a SWOT analysis and suggest sustainable development strategies for rural upliftment.															
CO-4:		Demonstrate sensitivity, teamwork, and practical problem-solving skills through action-based tasks, seminar presentations, and comprehensive village study reporting.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	2	3	---	3	2	3	2	3	3	2	1	3	2.45	2	2	1	1.67
CO2	1	2	2	2	3	2	2	1	3	3	3	2	2.17	1	2	2	1.67
CO3	3	1	1	1	3	2	1	---	3	---	2	1	1.80	1	1	---	1.00
CO4	3	3	3	1	1	3	3	3	2	3	3	3	2.58	1	1	3	1.67
Avg	2.25	2.25	2.00	1.75	2.25	2.50	2.00	2.33	2.75	2.67	2.25	2.25	2.25	1.25	1.50	2.00	1.50
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lecture, Case Study, Group Discussion, Survey, Assignment, Problem Solving, Field work, Self-Study, Team-Teaching, Seminar															
CO2																	
CO3																	
CO4																	
Detailed Syllabus																	
Unit																Hours	
<p>Village Study Segment is undertaken in second semester for exposing the students to the realities of the holistic view of the village life. It is two-week long duration. It is an attempt to develop desired sensitivity towards least person of rural society to helps them in appreciating constraints and possibilities for sustainable development; and gives them a flavor of community work at the grassroots level.</p> <p>For the purpose of village study, the students are sent to rural areas in different parts of the state. Each student is attached to a local host organisation and the members of the group stay in the identified villages. The student interact directly with the villagers as well as execute a small action-oriented task entrusted by the host organisation. The students are also expected to participate in collaborative research work with faculty members in identifying issues, challenges and strategies for the management of rural organisations.</p> <p>Village study exposes the students to the diverse problems the rural professionals face in their roles and the ways through which experienced rural managers cope with such problems. Such an exposure enables the students to develop the skills and attitudes required for actions in which they, in their careers as rural managers, will have major stakes.</p> <p>The CSRSM faculty closely interacts with students at all the stages of the Village Study Segment. They participate with students during a portion of the village study to guide and help them; they work with them in structuring their learning from the field for classroom discussions and presentations, and in writing their village study reports. Students' learning from village fieldwork is evaluated on the basis of their presentations and discussions in the seminars, reports submitted at the end of village study work, feedback</p>																<b>60 (Field)</b>	

from the village organisations, feedback from the faculty guides and individual interviews.

The main objective of Village Study is to develop fact-based understanding about the realities of rural life and the role of rural institution in implementation of government's rural development schemes. The students could get basic insight about to measure rural living standard on the basis of Human Development Index. They could also have analytical vision about the role and working pattern of rural institutions

#### Assessment Method

Internal 40 Marks	COs	Marks	Exam Component			
			Viva	Report	Presentation	Field
	CO1	10	-	5	-	5
	CO2	10	-	5	5	-
	CO3	10	5	5	-	-
	CO4	10	5	5	-	-

  

External 60 Marks	COs	Marks	Exam Component			
			Term End Report writing and Viva			
	CO1	15				
	CO2	15				
	CO3	15				
	CO4	15				

#### References

**Books:**

- Desai, Vasant. (Latest Edition). Fundamentals of Rural Development. Rawat Publications.
- Chambers, Robert. (Latest Edition). Rural Development: Putting the Last First. Routledge.
- Singh, Katar. (Latest Edition). Rural Development: Principles, Policies and Management. Sage Publications.
- UNDP Human Development Report (Annual Publication)

**Online Resources & Tools**

- Institute of Rural Management Anand (IRMA) Publications: [www.irma.ac.in](http://www.irma.ac.in)
- National Institute of Rural Development & Panchayati Raj (NIRD&PR) Publications: [www.nirdpr.org.in](http://www.nirdpr.org.in)
- Govt websites : [rural.nic.in](http://rural.nic.in), [www.nabard.org](http://www.nabard.org), [data.gov.in](http://data.gov.in)  
District Panchayat website & Census of India & Village Profiles : <http://censusindia.gov.in>

Program - Semester M.B.A (Rural Management) - 2																	
Code MRMG208		Name of Subject Business Communication														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (3) T (0) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Explain the fundamental process and models of communication, identify various types and dimensions of communication, and analyze and overcome barriers to effective communication and listening.															
CO-2:		Identify and apply various parts of speech, demonstrate accurate usage of verb tenses, and distinguish between and appropriately utilize active and passive voices in written and spoken English.															
CO-3:		Develop effective listening skills through audio and video programs, and confidently deliver oral presentations, participate in debates and group discussions, conduct interviews, give speeches, improve English pronunciation, and expand their vocabulary.															
CO-4:		Apply appropriate formats for various business writings, draft different types of business letters, write proposals and reports, and prepare professional resumes, application letters, and e-correspondence.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	---	2	3	1	3	3	1	2	1	1	3	1.91	3	2	2	2.33
CO2	1	3	3	1	1	3	---	2	3	3	3	3	2.36	2	3	3	2.67
CO3	3	2	1	2	2	3	2	3	3	2	3	2	2.33	1	2	---	1.50
CO4	2	3	1	1	3	3	2	2	2	---	3	3	2.27	---	3	---	3.00
Avg	1.75	2.67	1.75	1.75	1.75	3.00	2.33	2.00	2.50	2.00	2.50	2.75	2.22	2.00	2.50	2.50	2.38
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lecture Method, Presentations Method, Demonstration Method Group Discussion Method, Self-Learning Method															
CO2 ( Unit : 2)																	
CO3 ( Unit : 3)																	
CO4 ( Unit : 4)																	
Detailed Syllabus																	
Unit																Hours	
<b>1. Basics of Communication</b>																<b>06</b>	
<ul style="list-style-type: none"> <li>Communication-Defining communication, Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance of Feed back</li> <li>Channels of communication, Types of communication, Dimensions of communication, Barriers to communication- Verbal, Non-Verbal, Formal, Informal communication</li> <li>Barriers to Effective Communication and ways to overcome them, Listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills</li> </ul>																	
<b>2. Grammatical Fundamentals</b>																<b>08</b>	
<ul style="list-style-type: none"> <li>Parts of Speech: nouns, verbs, adjectives, adverbs, pronouns, prepositions, conjunctions, and interjections</li> <li>Tenses</li> <li>Types of Voices.</li> </ul>																	
<b>3. Listening and Spoken Skills</b>																<b>08</b>	
<ul style="list-style-type: none"> <li>Audio and Video programmes for developing effective listening skills</li> </ul>																	

<ul style="list-style-type: none"> <li>Conducting Presentation: Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary</li> </ul>					
<b>4. Fundamental of Business Correspondence</b> <ul style="list-style-type: none"> <li>Format of Business Writings</li> <li>Types of Business letters: Inquiry Letters, Complaint letter Persuasive letter, Proposal, Report Writing</li> <li>Writing Resume, Application letter, E-correspondence, etc.</li> </ul>		<b>08</b>			
<b>Assessment Method</b>					
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>Class Test</b>	<b>Assignment</b>	<b>Presentation</b>
	<b>CO1</b>	10	5	5	
	<b>CO2</b>	10	5		5
	<b>CO3</b>	10	5	5	
	<b>CO4</b>	10	5		5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term End Examination		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
<b>References</b>					
<b>Books:</b> <ul style="list-style-type: none"> <li>Mallika Nawal: —Business Communication, Cengage Learning, New Delhi, 2012.</li> <li>Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The key stone to managerial effectiveness.</li> <li>Meenakshi Rama: —Business Communication, Oxford University Press, New Delhi</li> <li>C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai</li> <li>Paul Turner: —Organizational Communication, JAICO Publishing House, New Delhi.</li> <li>REFERENCES 1. SathyaSwaroopDebasish, Bhagaban Dasl —Business Communicationl, PHIPrivate Limited, New Delhi, 2009.</li> <li>R.K.Madhukar: —Business Communicationl, Vikas Publishing House, New Delhi, 2012.</li> <li>Kelly M Quintanilla, Shawn T.Wahl:—Business and Professional Communication, SAGE, New Delhi, 2012.</li> </ul>					

Program - Semester M.B.A (Rural Management) - 3																	
Code MRMG301		Name of Subject Fields of Rural Development Management														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (2) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Explain the concept, components, and importance of natural farming, and assess its current status, challenges, and policy support mechanisms in India.															
CO-2:		Analyze the role of traditional and modern village industries in rural development, with reference to Gandhian philosophy and institutional support from KVIC, NABARD, and others.															
CO-3:		Evaluate energy and technology management strategies, including sustainable and appropriate technologies, and their application in rural development initiatives.															
CO-4:		Understand and apply the principles of disaster management, including types, causes, key components, and the role of major institutions in disaster risk reduction and resilience building.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	---	2	3	1	3	3	1	2	1	1	3	1.91	3	2	2	2.33
CO2	1	3	3	1	1	3	---	2	3	3	3	3	2.36	2	3	3	2.67
CO3	3	2	1	2	2	3	2	3	3	2	3	2	2.33	1	2	---	1.50
CO4	2	3	1	1	3	3	2	2	2	---	3	3	2.27	---	3	---	3.00
Avg	1.75	2.67	1.75	1.75	1.75	3.00	2.33	2.00	2.50	2.00	2.50	2.75	2.22	2.00	2.50	2.50	2.38
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lecture, Seminar, Case Study, Quiz, Field Visit Group Discussion Supervised Assignment, Experiment, Self-Study															
CO2 ( Unit : 2)																	
CO3 ( Unit : 3)																	
CO4 ( Unit : 4)																	
Detailed Syllabus																	
Unit															Hours		
<b>1. Natural Farming Management</b>															<b>7</b>		
<ul style="list-style-type: none"> <li>• Concept and Characteristics of Natural Farming, Major Components of Natural Farming, Status of Natural Farming in India, Importance of Natural Farming</li> <li>• Current major problems and challenges in the Natural farming sector and solutions</li> <li>• Government schemes for Natural farming, provisions for marketing of Natural produce</li> </ul>																	
<b>2. Introduction to Village Industries</b>															<b>8</b>		
<ul style="list-style-type: none"> <li>• Definition, characteristics, Historical background: Gandhian philosophy and Khadi movement and the role of village industries in sustainable rural development.</li> <li>• Types of village industries- Agro &amp; Forest based, handicraft, and others traditional job base industries, food processing &amp; renewable energy etc modern village industry</li> <li>• Problems of Village industry</li> <li>• Role of KVIC, DICs, NABARD, SIDBI in promotion of village industries</li> </ul>																	
<b>3. Energy Management</b>															<b>8</b>		
<ul style="list-style-type: none"> <li>• Energy Management- General concept, understanding of green technology, current situation, current trends in energy and technology sector and their impact.</li> <li>• Role of energy and technology management in rural development</li> <li>• Appropriate or sustainable energy and technology – concept, need, form, analysis of its utility and</li> </ul>																	

<ul style="list-style-type: none"> <li>strategy for its implementation</li> <li>Government efforts, policies and plans in the field of energy and technology, their implementation status and corrective measures</li> </ul>					
<b>4. Disaster management</b> <ul style="list-style-type: none"> <li>General concept and characteristics of disaster and disaster management</li> <li>Major types and causes of disaster.</li> <li>Major components of disaster management</li> <li>Major organizations working in the field of disaster management</li> </ul>		<b>7</b>			
<b>Assessment Method</b>					
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>Class Test</b>	<b>Assignment</b>	<b>Presentation</b>
	<b>CO1</b>	10	5	5	-
	<b>CO2</b>	10	5	-	5
	<b>CO3</b>	10	5	5	-
	<b>CO4</b>	10	5	-	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term End Examination		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
<b>References</b>					
<b>Books:</b> <ul style="list-style-type: none"> <li>N.I.R.D. : Rural Development in India Some Facets</li> <li>Vasant Desai : A Study of Rural Economy</li> <li>Nanavati &amp; Anjalina : The Indian Rural Problems</li> <li>Sharma &amp; Malhotra : Integrated Rural Development</li> <li>Misra &amp; Sharma : Problems and Prospects of Rural Development</li> <li>Venkata Reddy K : Rural Development In India Poverty and Development</li> <li>Lakshman &amp; Narayan : Rural Development in India.</li> <li>Subhash Palekar – The Philosophy of Spiritual Farming (Zero Budget Natural Farming)</li> <li>K. Vijayalakshmi &amp; G. Venkatasubramanian – Organic and Natural Farming in India</li> <li>S.P. Palaniappan &amp; K. Annadurai – Organic Farming: Theory and Practice</li> <li>M.K. Gandhi – Village Swaraj</li> <li>J.C. Kumarappa – Economy of Permanence</li> <li>Dr. R.K. Sharma – Rural Industrialization in India</li> <li>C. B. Smitha – Energy Management and Audit</li> <li>P. Balasubramanian – Energy Conservation and Management</li> <li>K.S. Sidhu – Renewable Energy Sources and Emerging Technologies</li> <li>Satish Modh – Introduction to Disaster Management</li> <li>S.C. Sharma – Disaster Management</li> <li>Dr. Mrinalini Pandey – Disaster Management – A Global Challenge</li> </ul> <b>Online Resources</b> <ul style="list-style-type: none"> <li>National Centre of Organic Farming (NCOF):<a href="https://ncof.dacnet.nic.in">https://ncof.dacnet.nic.in</a></li> <li>Zero Budget Natural Farming (APZBNF):<a href="https://www.apzbnf.in">https://www.apzbnf.in</a></li> <li>ICAR: <a href="https://icar.org.in">https://icar.org.in</a></li> <li>Khadi and Village Industries Commission (KVIC):<a href="https://kviconline.gov.in">https://kviconline.gov.in</a></li> <li>NABARD: <a href="https://www.nabard.org">https://www.nabard.org</a></li> <li>Ministry of New and Renewable Energy (MNRE):<a href="https://mnre.gov.in">https://mnre.gov.in</a></li> <li>Bureau of Energy Efficiency (BEE):<a href="https://beeindia.gov.in">https://beeindia.gov.in</a></li> <li>National Disaster Management Authority (NDMA):<a href="https://ndma.gov.in">https://ndma.gov.in</a></li> <li>UNDRR (United Nations Disaster Risk Reduction):<a href="https://www.undrr.org">https://www.undrr.org</a></li> </ul>					

Program - Semester M.B.A (Rural Management) - 3																		
Code MRMG302		Name of Subject Statistics in Research															Compulsory	
Credit: Teaching Hours - (2:30)										Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																		
After completing this course, students will be able to																		
CO-1:	Classify and organize research data using appropriate statistical scales, frequency distributions, and graphical methods for effective data analysis.																	
CO-2:	Compute and interpret key measures of central tendency and dispersion to summarize and describe quantitative research data accurately.																	
CO-3:	Analyze relationships between variables using correlation and regression techniques and draw inferences to support decision-making in research.																	
CO-4:	Formulate hypotheses and apply appropriate parametric or non-parametric tests using statistical software for data interpretation and research validation.																	
Mapping Matrix of POs, PSOs and COs																		
COs	POs													PSOs				
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg	
CO1	2	2	1	3	2	---	1	---	---	2	1	3	1.89	3	2	2	2.33	
CO2	1	3	3	3	---	3	---	1	---	1	3	3	2.33	1	2	1	1.33	
CO3	2	---	---	---	3	---	2	---	1	1	3	1	1.86	2	---	3	2.50	
CO4	---	---	2	1	1	---	3	1	3	1	3	2	1.89	3	2	2	2.33	
Avg	1.67	2.50	2.00	2.33	2.00	3.00	2.00	1.00	2.00	1.25	2.50	2.25	1.99	2.25	2.00	2.00	2.13	
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																		
Teaching Pedagogy																		
COs		Teaching Strategy																
CO1 ( Unit : 1)		Lecture and Discussion, Interactive Quiz and Graph Activities																
CO2 ( Unit : 2)		Demonstration and Problem Solving, Assignment																
CO3 ( Unit : 3)		Group Exercise, Demonstration and Problem Solving																
CO4 ( Unit : 4)		Quizzes & Assignments, Software based Learning																
Detailed Syllabus																		
Unit																Hours		
<b>1. Application of Statistics in Research</b>																<b>09</b>		
<ul style="list-style-type: none"> <li>Use of Statistics in Research</li> <li>Scale of Measurement of Data</li> <li>Classification of Data – Frequency Distribution</li> <li>Tabulation and Graphical Analysis of Data</li> </ul>																		
<b>2. Descriptive Statistics</b>																<b>12</b>		
<ul style="list-style-type: none"> <li>Measures of Central Tendency: Mean, Median and Mode- Meaning, Significance, Computation and Interpretation</li> <li>Measures of Dispersion: Range, Mean Deviation, Quartile Deviation and Standard Deviation - Meaning, Significance, Computation and Interpretation</li> </ul>																		
<b>3. Bi-Variate Analysis: Relationship and Inferences</b>																<b>12</b>		
<ul style="list-style-type: none"> <li>Correlation: Meaning, Utility, Types and Coefficient of Correlation</li> <li>Regression: Meaning, Utility, Regression Line and Coefficient of Regression</li> </ul>																		
<b>4. Hypothesis Testing and Interpretation</b>																<b>12</b>		
<ul style="list-style-type: none"> <li>Types of Hypothesis</li> <li>Process of Hypothesis Testing</li> <li>Use of Various Parametric and Non-Parametric Tests for Hypothesis Testing.</li> </ul>																		

- Computation of Statistical Measures by Computer Software and Interpretation

### Assessment Method

Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO1	10	5	5	-
	CO2	10	5	-	5
	CO3	10	5	5	-
	CO4	10	5	-	5

  

External 60 Marks	COs	Marks	Exam Component
			CO1
CO2	15		
CO3	15		
CO4	15		

### References

#### Books:

- Kothari, C. R., & Garg, G. (2023). Research methodology: Methods and techniques (5th ed.). New Delhi, India: New Age International Publishers. ISBN 978-93-89802-559.
- Gupta, S. C., & Gupta, A. (2022). Business statistics (Latest Indian ed.). Mumbai, India: Himalaya Publishing House.
- Singhal, A. (2021). Business statistics (Latest Indian ed.). Mumbai, India: Himalaya Publishing House.
- Krishnaswamy, K. N., Sivakumar, A. I., & Mathirajan, M. (2022). Management research methodology (1st Indian ed.). New Delhi, India: Pearson Education India. ISBN 978-81-7758-563-6
- Gosai, D., Shah, A. R., & [et al.]. (2022). Business research methods (M.Com 2022–23 ed.). Ahmedabad, India: Kumar Prakashan.
- Sabo, R., & Boone, E. (2013). Statistical research methods: A guide for non-statisticians (Illustrated ed.). New York, NY: Springer. ISBN 978-1-4614-8708-1
- Singh, Y. K. (2006). Fundamentals of research methodology and statistics (1st ed.). New Delhi, India: New Age International. ISBN 978-81-224-1886-6
- Shah, A. G., & Dave, J. K. (2016). Methods of social research. Ahmedabad, India: Anada Prakashan.
- Uchat, D. A. (2000). સંશોધનની વિશિષ્ટ પદ્ધતિઓ Rajkot, Gujarat.
- પટેલ, આર. એસ. સંશોધનની પાયાની સંકલ્પનાઓ (સંશોધન હાથપોથી), જય પબ્લિકેશન, અમદાવાદ.
- રતાણી, ર.દા. પ્રયુક્ત આંકડાશાસ્ત્ર, યુનિવર્સિટી ગ્રંથ નિર્માણ બોર્ડ, અમદાવાદ.
- સંશોધન પદ્ધતિ : એ.જી શાહ અને જે.કે દવે. અનડા પ્રકાશન, અમદાવાદ.

#### Online Resources & Tools

- Ministry of Education, Government of India. (n.d.). SWAYAM – Free online education. <https://swayam.gov.in/>
- INFLIBNET Centre. (n.d.). e-PG Pathshala. <https://epgp.inflibnet.ac.in/Home/Download>
- Massachusetts Institute of Technology. <https://ocw.mit.edu/courses/>
- Khan Academy. <https://www.khanacademy.org>
- YouTube Videos:
  - <https://youtu.be/Zbswzpz7XI?si=khJFgtqEqoBX1w8S>
  - [https://youtube.com/playlist?list=PLqK14Bn\\_g8jXwwuFx4jHBji8kn10YUr\\_S&si=Sf04iva8YH87mQsh](https://youtube.com/playlist?list=PLqK14Bn_g8jXwwuFx4jHBji8kn10YUr_S&si=Sf04iva8YH87mQsh)
  - <https://youtu.be/sCDm-zwp7fw?si=5GTD4QnNz-QaU5cM>
  - [https://youtu.be/R8j8LuKwd3s?si=t6vO3CcX\\_XzvbPpv](https://youtu.be/R8j8LuKwd3s?si=t6vO3CcX_XzvbPpv)

Program - Semester M.B.A (Rural Management) - 3																		
Code MRMG303		Name of Subject Production Management															Compulsory	
Credit: Teaching Hours - (2:30)										Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																		
After completing this course, students will be able to																		
CO-1:		Understand the fundamental concepts of production management and analyze its relevance in rural and sustainable contexts including Gandhian perspectives.																
CO-2:		Evaluate the role of demand forecasting in production development process with conceptual understanding of quality frameworks like Six Sigma and supply chain management.																
CO-3:		Fundamental knowledge to apply tools and techniques such as capacity planning, plant layout design, and production scheduling (PERT/CPM) in operational decision-making																
CO-4:		Assess inventory management systems, and critically study the grassroots-level production management practices.																
Mapping Matrix of POs, PSOs and COs																		
COs	POs													PSOs				
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg	
CO1	---	---	1	3	---	3	3	2	1	3	1	2	2.11	3	3	2	2.67	
CO2	2	3	2	1	2	1	3	3	1	2	1	3	2.00	1	3	2	2.00	
CO3	2	1	2	---	3	2	1	3	2	1	2	3	2.00	1	3	3	2.33	
CO4	3	3	---	2	2	1	---	1	3	3	3	1	2.20	2	3	2	2.33	
Avg	2.33	2.33	1.67	2.00	2.33	1.75	2.33	2.25	1.75	2.25	1.75	2.25	2.08	1.75	3.00	2.25	2.33	
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																		
Teaching Pedagogy																		
COs		Teaching Strategy																
CO1 ( Unit : 1)		Lecture, Group Discussion, Assignment																
CO2 ( Unit : 2)		Lecture, Ask & Know Technique, presentation																
CO3 ( Unit : 3)		Lecture, presentation and assignment																
CO4 ( Unit : 4)		Lecture, case study presentation																
Detailed Syllabus																		
Unit																Hours		
<b>1. Concept of Production Management</b>																<b>10</b>		
<ul style="list-style-type: none"> <li>Production Management: Meaning, Characteristics, Importance and Nature of Production</li> <li>Production System as per Gandhian Thoughts and Sustainable Development</li> <li>Production Management and Innovation in Rural Area</li> <li>Relation of Production Department with Other Departments</li> </ul>																		
<b>2. Production Development System</b>																<b>10</b>		
<ul style="list-style-type: none"> <li>Demand Forecasting: Its Role in Production Management, Process and Methods</li> <li>Production Strategy: Meaning, Process and Importance</li> <li>Development of Product and Service: Meaning, Factors and Process</li> <li>General understanding of Six sigma, and supply-chain management</li> </ul>																		
<b>3. Operation Management</b>																<b>10</b>		
<ul style="list-style-type: none"> <li>Location selection- Importance, Factors and methods</li> <li>Layout- Importance, Factors and Nature or types</li> <li>Production Capacity Planning- Meaning and Strategy</li> <li>General understanding about the use of Linier Programming, Production Scheduling- PERT &amp; CPM and Shift Management in Production Management</li> </ul>																		
<b>4. Inventory Management, Quality Control and the Study of Grass-root level Production</b>																<b>15</b>		

<b>Management System</b>					
<ul style="list-style-type: none"> <li>• Inventory Management- Meaning, Importance and Methods</li> <li>• Material Requirement Planning, Productivity, quality and Motivation</li> <li>• Guideline for the study of Grass-root level Production Management System</li> <li>• Presentation and discussion of the Study of Production unit of Rural Area</li> </ul>					
<b>Assessment Method</b>					
Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO1	10	5	5	
	CO2	10	5		5
	CO3	10	5	5	
	CO4	10	5		5
External 60 Marks	COs	Marks	Exam Component		
	CO1	15	Term End Examination		
	CO2	15			
	CO3	15			
	CO4	15			
<b>References</b>					
<p><b>Books:</b></p> <ul style="list-style-type: none"> <li>• S. N. Chary (2023)- Production and Operations Management, 6th Edition, McGraw-Hill Education (includes case studies and sustainability)</li> <li>• F. Robert Jacobs &amp; Richard B. Chase(2022)- Operations and Supply Chain Management, 16<sup>th</sup> Edition, McGraw-Hill (Global perspective with tools like PERT, CPM, lean, and sustainability)</li> <li>• K. Aswathappa &amp; K. Shridhara Bhat(2022)- Production and Operations Management,2<sup>nd</sup> edition, Himalaya Publishing House, New Delhi (Indian-focused, includes service sector and rural examples)</li> <li>• Anil K. Gupta (2021)- Grassroots Innovation: Minds on the Margin are Not Marginal Minds, Penguin Books India, (covers rural innovation, productivity, frugal engineering)</li> <li>• Manuel Garza-Reyes et al. (2020)- Operations Management for Social Good, Springer (Focus on sustainable and inclusive operations)</li> </ul> <p><b>Online Resources &amp; Tools</b></p> <ul style="list-style-type: none"> <li>• Organization: SRISTI &amp; Honey Bee Network <b>Link:</b> <a href="https://www.sristi.org">https://www.sristi.org</a></li> <li>• ILO &amp; UNDP Resources on Sustainable Production Report: Sustainable Enterprises: Promoting Decent Work through Sustainable Business Models</li> <li>• Indian Case Studies – IIM Ahmedabad Vikalpa Journal</li> <li>• Journal: Vikalpa (IIMA Journal) <b>Link:</b> <a href="https://journals.sagepub.com/home/vik">https://journals.sagepub.com/home/vik</a> Contains Indian rural and operations management cases.</li> <li>• UNESCAP – Inclusive and Sustainable Business Practices Toolkit: Sustainable Agricultural Value Chains <b>Link:</b> <a href="https://www.unescap.org/resources/toolkit-inclusive-and-sustainable-agricultural-value-chains">https://www.unescap.org/resources/toolkit-inclusive-and-sustainable-agricultural-value-chains</a></li> <li>• Management Study Guide (MSG) Topic: Production and Operations Management <b>Link:</b> <a href="https://www.managementstudyguide.com/production-and-operations-management.htm">https://www.managementstudyguide.com/production-and-operations-management.htm</a></li> </ul>					

Program - Semester M.B.A (Rural Management) - 3																	
Code MRMG304		Name of Subject NGO Management														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (3) T (1) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Understand the historical evolution, types, and development roles of NGOs, and analyze their contribution to social transformation, especially in rural contexts.															
CO-2:		Examine the legal structures, registration procedures, income tax regulations, and fundraising mechanisms relevant to the formation and functioning of NGOs in India															
CO-3:		Apply principles of human resource and project management in the NGO sector, including proposal writing, budgeting, donor engagement, and project monitoring															
CO-4:		Evaluate current challenges, innovations, and best practices in the NGO ecosystem through the lens of sustainable development goals and successful Indian case studies.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	---	1	3	2	1	3	3	3	2	1	3	1	2.09	2	3	---	2.50
CO2	3	1	3	3	3	3	2	2	1	2	3	1	2.25	2	1	3	2.00
CO3	1	1	---	2	3	2	3	3	3	---	---	2	2.22	1	3	1	1.67
CO4	3	3	2	1	1	3	1	2	2	2	3	---	2.09	2	1	---	1.50
Avg	2.33	1.50	2.67	2.00	2.00	2.75	2.25	2.50	2.00	1.67	3.00	1.33	2.16	1.75	2.00	2.00	1.92
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lecture, group discussion															
CO2 ( Unit : 2)		Lecture, Assignment															
CO3 ( Unit : 3)		Lecture and practice															
CO4 ( Unit : 4)		Lecture, visit and report writing															
Detailed Syllabus																	
Unit																Hours	
<b>1. Understanding NGOs</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• Definition and characteristics</li> <li>• History, and evolution of NGOs (Pre-independence and post-Independence)</li> <li>• Types of NGOs: Local, National, International; Voluntary, Community-based</li> <li>• Roles in development: service delivery, advocacy, capacity building, rights-based approach</li> </ul>																	
<b>2. Formation of NGOs and Legal provisions</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• As a trust Under the Societies Registration Act, 1860 , Indian Trust Act, and Companies Act (Sec. 8)</li> <li>• Income Tax Act, 1961 &amp; Audit Provisions for Incorporated NGOs,</li> <li>• Fund raising: individual donors, CSR, FCRA, Government schemes</li> <li>• Formation of an NGOs</li> </ul>																	
<b>3. Human Resource Management and Project Management for NGOs</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• NGOs Governance</li> <li>• Issues of Human Resource Management in NGO sector</li> <li>• Project Formulation: Feasibility Analysis</li> <li>• Proposal writing: structure, budgeting, donor requirements</li> <li>• Project monitoring</li> </ul>																	

<b>4. Contemporary Issues and Best Practices</b>	<b>15</b>
<ul style="list-style-type: none"> <li>• Challenges: funding constraints, political interference, burnout</li> <li>• NGOs and Sustainable Development Goals (SDGs)</li> <li>• Innovations: digital tools, participatory methods, grassroots models</li> <li>• Networking, collaboration, and policy advocacy</li> <li>• Case studies: SEWA, DSC, Unnati, Priya, Goonj, Barefoot College, PRADAN, Smile Foundation etc.</li> </ul>	

**Assessment Method**

Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>Class Test</b>	<b>Assignment</b>	<b>Presentation</b>
	<b>CO1</b>	10	5	5	-
	<b>CO2</b>	10	5	-	5
	<b>CO3</b>	10	5	5	-
	<b>CO4</b>	10	5	-	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term End Examination		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			

**References**

**Books:**

1. L. David Brown & Rajesh Tandon (2021)-NGO Management: Concepts and Cases, Rawat Publications, Jaipur (covers- comprehensive Indian perspective including real-life case studies)
2. Sharon M. Oster (2020)-Strategic Management for Nonprofit Organizations, Oxford University Press (Covers-Excellent for teaching NGO strategy, decision-making, and funding)
3. Lisa James(2021)- Managing Nongovernmental Organizations: Culture, Power and Change, **Publisher:** Routledge (Focus on internal dynamics of NGOs, organizational culture, and leadership challenges)
4. N. Narayanasamy(2022)- Legal Framework for NGOs in India, Konark Publishers (Detailed explanation of FCRA, Societies Act, Indian Trust Act, and Companies Act Section 8)
5. P. Bhaskar(2022)-Handbook on NGOs: Incorporation and Funding in India, Bharat Law House,(covers- Practical issues related to legal formation, tax compliance, and fund mobilization)
6. Rodney Turner(2021)- The Handbook of Project-Based Management, 4<sup>th</sup> edition, McGraw-Hill (covers- Practical and theory-backed project formulation, monitoring & evaluation)
7. Katar Singh & Archana Singh(2021)-Rural Development: Principles, Policies and Management, 5<sup>th</sup> edition, Sage Publications India (covers-Interlinks rural management and NGOs working on grassroots issues)
8. S.C. Bhatia(2022)-NGO Governance and Management in India: A Case Study Perspective, Deep & Deep Publications (covers-Practical insights with Indian NGO examples like SEWA, Goonj, and PRADAN)

**Digital Learning & Open Resources**

- India Development Review (IDR) – Articles on funding, strategy, rural development: <https://idronline.org>
- NGO DARPAN – NITI Aayog – Registration & transparency database: <https://ngodarpan.gov.in>
- CSRBox – NGO Resources & Reports: <https://csrbox.org>

Program - Semester M.B.A (Rural Management) - 3																	
Code MRMG305		Name of Subject Technology-Driven Management														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (3) T (1) PR (3)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:	Analyze the strategic importance of technology and innovation, including its types, management principles, forecasting, adoption, and strategic formulation, with a specific focus on the unique context and policy implications of digital technology in India.																
CO-2:	Analyze the strategic models, enabling technologies, and implementation challenges of e-governance, evaluating its impact on public service delivery, ethical considerations, and its future evolution, particularly within the Indian context.																
CO-3:	Formulate and critically evaluate e-commerce business models and operational strategies, encompassing digital marketing, infrastructure, and payment systems, while addressing associated security, ethical, and legal challenges in the digital economy.																
CO-4:	Assess the managerial implications and applications of emerging and featured technologies such as Cloud Computing, Big Data Analytics, Internet of Things (IoT), Mobile Technology, Robotics, and 3D Printing across various industries.																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	3	---	3	1	3	3	---	2	1	2	3	2.20	3	2	3	2.67
CO2	---	2	2	1	3	---	2	2	3	1	2	3	2.10	1	2	2	1.67
CO3	3	2	3	2	2	3	1	2	2	2	2	2	2.17	2	3	3	2.67
CO4	3	2	1	2	3	1	2	3	---	3	2	2	2.18	2	2	2	2.00
Avg	2.33	2.25	2.00	2.00	2.25	2.33	2.00	2.33	2.33	1.75	2.00	2.50	2.16	2.00	2.25	2.50	2.25
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lectures and discussions, Case studies, Assignment, Presentation															
CO2 ( Unit : 2)		Lectures, interactive discussions, Case studies, Video documentaries,															
CO3 ( Unit : 3)		Lectures and class discussions, Demonstrations, case studies															
CO4 ( Unit : 4)		Lectures, Assignment, Presentation															
Detailed Syllabus																	
Unit																Hours	
<b>1. Technology Management and Development</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>• <b>Fundamentals of Technology:</b> Definition and classification of technology; its transformative impact and vital importance in development.</li> <li>• <b>Management of Technology (MOT):</b> Overview of MOT as a discipline, integrating engineering, science, and management to achieve strategic goals.</li> <li>• <b>Innovation Management:</b> Concepts of innovation; managing the innovation lifecycle from idea generation to commercialization; types of innovation.</li> <li>• <b>Technological Forecasting &amp; Adoption:</b> Methods for predicting technological trends; factors influencing technology adoption rates; strategies for successful technology diffusion.</li> <li>• <b>Technological Strategy:</b> Crafting technology strategies aligned with business objectives; make-or-buy decisions; intellectual property management.</li> <li>• <b>Digital Technology in India:</b> Specific case studies and challenges/opportunities of digital technology adoption, innovation, and policy in the Indian context (e.g., UPI, Aadhaar, Digital India initiatives).</li> </ul>																	

<p><b>2. E-Governance System</b></p> <ul style="list-style-type: none"> <li>● <b>Introduction to E-Governance:</b> Definition and evolution, Distinction between e-governance and e-government, Objectives (SMART), Drivers of e-governance adoption</li> <li>● <b>Models and Frameworks:</b> <ul style="list-style-type: none"> <li>○ Stages of e-governance maturity (e.g., information, interaction, transaction, transformation)</li> <li>○ E-governance interaction models: G2C (Government to Citizen), G2B (Government to Business), G2E (Government to Employee), G2G (Government to Government)</li> <li>○ Integrated service delivery models (e.g., "single window," common service centers)</li> <li>○ Frameworks for e-governance planning and implementation.</li> </ul> </li> <li>● <b>Key Enablers and Technologies for E-Governance:</b> <ul style="list-style-type: none"> <li>○ IT Infrastructure for e-governance (networks, data centers, cloud computing)</li> <li>○ Digital identity and authentication (e.g., Aadhaar in India)</li> <li>○ Mobile governance (M-governance) and its potential</li> <li>○ Open data initiatives and data-driven governance.</li> </ul> </li> <li>● <b>Implementation Challenges and Critical Success Factors:</b> <ul style="list-style-type: none"> <li>○ Managerial challenges: Leadership, political will, change management, bureaucratic resistance.</li> <li>○ Technical challenges: Interoperability, data standards, cybersecurity, digital divide.</li> <li>○ Social challenges: Digital literacy, citizen adoption, privacy concerns, trust.</li> <li>○ Financial challenges: Funding, sustainability of projects.</li> <li>○ Case studies of successful and unsuccessful e-governance projects</li> </ul> </li> <li>● <b>Impact and Evaluation of E-Governance:</b> <ul style="list-style-type: none"> <li>○ Impact on public service delivery, citizen engagement, and administrative efficiency.</li> <li>○ E-governance and anti-corruption efforts.</li> <li>○ Measuring e-governance success and ROI (Return on Investment).</li> <li>○ Ethical and legal considerations in e-governance (data privacy laws, digital rights).</li> <li>○ Future trends in e-governance globally and in India (e.g., GovTech, smart cities).</li> </ul> </li> </ul>	<b>10</b>
<p><b>3. E-Commerce Applications</b></p> <ul style="list-style-type: none"> <li>● <b>Introduction to E-commerce:</b> <ul style="list-style-type: none"> <li>○ Definition, evolution, and its role in the digital economy.</li> <li>○ Key differences between traditional commerce and e-commerce.</li> <li>○ Benefits and challenges of e-commerce for businesses and consumers.</li> <li>○ E-commerce Models, Examples of successful e-commerce businesses.</li> </ul> </li> <li>● <b>E-commerce Operations and Management:</b> <ul style="list-style-type: none"> <li>○ Components of an e-commerce business model (value proposition, revenue model, market opportunity, competitive advantage, management team, etc.).</li> <li>○ Marketing in E-commerce: Digital marketing strategies (SEO, SEM, social media marketing, content marketing, email marketing, affiliate marketing).</li> <li>○ E-commerce Infrastructure: Overview of website/platform development, hosting, and scalability considerations.</li> <li>○ Payment Systems: Online payment gateways, digital wallets, mobile payments, security considerations.</li> </ul> </li> <li>● <b>E-commerce Security, Ethics &amp; Legal Issues</b></li> </ul>	<b>10</b>
<p><b>4. Featured Technology</b></p> <ul style="list-style-type: none"> <li>● <b>Green Computing</b> Introduction to Green Computing: Definition, need, and scope, Environmental issues in computing: E-waste, energy consumption, carbon footprint, Best practices in green IT: 3Rs (Reduce, Reuse, Recycle)</li> <li>● <b>Mobile Technology and Applications</b></li> </ul>	<b>15</b>

<p>Evolution and architecture of mobile computing, Mobile operating systems: Android, iOS, Mobile devices and sensors: GPS, accelerometer, biometrics, Mobile connectivity: 4G/5G, Wi-Fi, Bluetooth, NFC</p> <ul style="list-style-type: none"> <li>● <b>Robotics</b> Basics of Robotics, Types of robots: Industrial, service, humanoid, autonomous, Applications of robotics: Manufacturing, healthcare, agriculture, defense, Robotics programming concepts</li> <li>● <b>3D Printing</b> Introduction to 3D Printing: Principles and process (FDM, SLA, etc.), 3D printing materials and software, Applications of 3D printing in design, prototyping, Applications in healthcare, education</li> <li>● <b>Cloud Computing:</b> Service models (IaaS, PaaS, SaaS), deployment models, benefits, risks, and strategic considerations for managers.</li> <li>● <b>Big Data Analytics:</b> Concepts, characteristics (Volume, Velocity, Variety, Veracity, Value), business applications, and challenges of managing big data.</li> <li>● <b>Internet of Things (IoT):</b> Connected devices, smart systems, and their impact on operations, product development, and service delivery.</li> </ul>	
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**lab component :**

1. Managerial Analysis (Excel):
  - Application: Analyze a dataset related to an e-commerce sales trend, an e-governance service uptake, or a technology adoption survey using Excel. Create basic dashboards.
2. Website & E-commerce Platform Analysis:
  - Navigation and critical evaluation of existing e-commerce websites (e.g., Flipkart, Amazon India, a local D2C brand).
  - Analysis of their user interface, customer journey, payment options, and security features.
  - Application: Compare and contrast the user experience and feature sets of 2-3 e-commerce platforms. Identify best practices and areas for improvement.
3. Digital Payment Ecosystem Exploration:
  - Demonstration and guided practice of using common Indian digital payment apps (e.g., UPI, mobile wallets).
  - Understanding transaction flows and security aspects from a user's perspective.
  - Application: Simulate a simple online purchase and analyze the payment steps. Discuss security features.
4. E-Governance Portal Exploration:
  - Navigation and interaction with major Indian e-governance portals (e.g., MyGov, Digilocker, Passport Seva, a state government service portal).
  - Evaluation of service delivery, accessibility, and transparency features.
  - Application: Document the steps to access a specific e-governance service. Analyze its efficiency and user-friendliness.
5. Emerging Tech Mini-Exploration:
  - Discussion of real-world applications of IoT or AI based on industry reports/videos.
  - Application: Create a simple chart/dashboard from a provided dataset using a visualization tool.

**Assessment Method**

Internal 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Practical
	CO1	10	5	5	-
	CO2	10	5	-	5
	CO3	10	5	-	5
	CO4	10	5	5	-

External 60 Marks	COs	Marks	Exam Component
	CO1	15	Term End Examination
	CO2	15	
	CO3	15	
	CO4	15	

### References

#### Books:

- Turban, E., Volonino, L., & Wood, G. R. (Latest Edition,2022). *Information Technology for Management: Advancing Sustainable, Profitable Business Growth*. Wiley.
- Tidd, Joe, & Bessant, John. (Latest Edition). *Managing Innovation: Integrating Technological, Market and Organizational Change*. Wiley.
- Agarwal, S. K., & Sharma, A. (Latest Edition). *E-Governance: Concepts, Practices and Global Scenario*. APH Publishing.
  - Ray, Arindam. (Latest Edition). *E-Commerce and Digital Marketing*. Himalaya Publishing House.

#### Online Resources & Tools

- **NITI Aayog (Government of India):** Reports on Digital India, AI strategy, emerging technologies, economic surveys. (Website: [www.niti.gov.in](http://www.niti.gov.in))
- Google Workspace Training  
<https://workspace.google.com/learning-center>
- **Ministry of Electronics and Information Technology (MeitY), Government of India:** Reports on e-governance initiatives, digital payments, cybersecurity policies. (Website: [www.meity.gov.in](http://www.meity.gov.in))
- **Google Scholar:** For academic research papers.
- **Data.gov.in:** India's Open Government Data platform for various public datasets.
- **Census of India / NSSO:** For demographic and socio-economic data relevant to digital adoption and impact.

Program - Semester M.B.A (Rural Management) - 3																	
Code MRMG306		Name of Subject Data Analytics														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (1) T (0) PR (2)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Understand the fundamental concepts of data analytics and gain proficiency for organizing, summarizing, and managing rural data.															
CO-2:		Develop the ability to apply statistical techniques using Excel and SPSS for <b>data exploration, analysis, and interpretation</b> relevant to rural management contexts.															
CO-3:		Learn to utilize Excel and SPSS for conducting <b>statistical tests, trend analysis, and forecasting</b> to support rural development decision-making and planning.															
CO-4:		Build competence in presenting data and analytical results through <b>charts, graphs, and statistical reports</b> for actionable insights in rural management practice.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	2	3	3	---	3	3	3	3	3	2	1	2	2.55	2	1	3	2.00
CO2	1	3	3	---	3	3	3	1	2	---	2	2	2.30	2	1	3	2.00
CO3	2	3	2	2	1	1	2	1	3	2	3	3	2.08	2	3	3	2.67
CO4	3	1	3	3	1	3	---	3	3	3	2	1	2.36	2	1	2	1.67
Avg	2.00	2.50	2.75	2.50	2.00	2.50	2.67	2.00	2.75	2.33	2.00	2.00	2.32	2.00	1.50	2.75	2.08
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lecture, Demonstration, Practical, Case study, Problem solving, Assignment															
CO2		Lecture, Demonstration, Practical, Case study, Problem solving, Assignment															
CO3		Lecture, Demonstration, Practical, Case study, Problem solving, Assignment															
CO4		Lecture, Demonstration, Practical, Case study, Problem solving, Assignment															
Detailed Syllabus																	
<b>1. Excel Techniques for Data Analysis</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>Questionnaire Design, Variable: Data, Field and Record, Code sheet and coding</li> <li>Data Cleaning, Sorting, and Filtering Techniques in Excel</li> <li>Statistical Analysis Tools in Excel (Descriptive Statistics, t-Test, Correlation, Regression, ANOVA, Histogram, Rank and Percentile, Random Number Generation, Sampling)</li> <li>Creating Dashboards for rural data presentations and reports</li> <li>Case Studies of Excel Applications in rural project planning</li> </ul>																	
<b>2. SPSS for Rural Management</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>Importance and interface, Importing and Managing Rural Datasets in SPSS</li> <li>Descriptive Statistics in SPSS (Frequency, Cross-tabulation, Multiple response)</li> <li>Graphical Representation of rural data (Bar Graph, Pie Chart, Histogram)</li> <li>Hypothesis Testing in SPSS (t-test, Chi-square test)</li> </ul>																	
<b>3. Advanced Techniques for Decision Making</b>																<b>10</b>	
<ul style="list-style-type: none"> <li>Parametric and non-parametric test</li> <li>Correlation and Regression Analysis</li> <li>Interpretation and Presentation of SPSS Results for rural development studies</li> <li>Case Studies of SPSS in rural management research</li> </ul>																	

<b>4. Lab Component:</b>  Final Project/Practical Exercise: Analysis of Research work data using Excel and SPSS	<b>15</b>
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**Assessment Method**

Internal 40 Marks	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
	CO1	10	5	-	5
	CO2	10	-	5	5
	CO3	10	5	-	5
	CO4	10	-	5	5

  

External 60 Marks	COs	Marks	Exam Component
			CO1
CO2	15		
CO3	15		
CO4	15		

**References**

**Books:**

- Field, A. (2018). *Discovering Statistics Using IBM SPSS Statistics*. SAGE Publications.
- Pallant, J. (2020). *SPSS Survival Manual: A Step by Step Guide to Data Analysis using IBM SPSS*. McGraw-Hill Education.
- Hair Jr, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*. Cengage Learning.
- Healey, J. F. (2019). *Statistics: A Tool for Social Research*. Cengage Learning.
- Dr. Satish Patel (2025), *Data Analytics*.

**Online Resources & Tools**

- Excel Training (Microsoft Support):  
<https://support.microsoft.com/excel>
- SPSS Tutorials (IBM):  
<https://www.ibm.com/support/pages/spss-statistics-tutorials>
- SPSS for Beginners - YouTube Tutorials:  
[https://www.youtube.com/results?search\\_query=SPSS+tutorial](https://www.youtube.com/results?search_query=SPSS+tutorial)
- Coursera - Excel for Business and Statistical Analysis:  
<https://www.coursera.org/specializations/excel>
- Research Methods and Statistical Analysis - edX:  
<https://www.edx.org/course/data-analysis-research>
- Laerd Statistics - SPSS Guides:  
<https://statistics.laerd.com/>

Program - Semester M.B.A (Rural Management) - 3																	
Code MRMG307		Name of Subject Research Work														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (3) T (0) PR (0)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Develop the ability to identify and define rural management problems, formulate research questions, and understand their significance in rural development.															
CO-2:		Apply qualitative and quantitative research methods, statistical tools, and field survey techniques to collect and analyze rural data effectively.															
CO-3:		Critically evaluate rural policies, programs, and interventions to derive actionable insights for rural management and sustainable rural development.															
CO-4:		Prepare and present a well-structured research project/report, making evidence-based recommendations for rural management practice and policymaking.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	3	2	3	3	3	2	2	3	3	2	1	2.50	2	3	3	2.67
CO2	1	2	3	1	---	3	2	2	2	1	1	1	1.73	3	2	3	2.67
CO3	2	2	2	3	---	3	3	3	2	3	1	3	2.45	2	3	3	2.67
CO4	1	3	1	3	1	3	3	2	2	3	1	3	2.17	2	3	3	2.67
Avg	1.75	2.50	2.00	2.50	2.00	3.00	2.50	2.25	2.25	2.50	1.25	2.00	2.21	2.25	2.75	3.00	2.67
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lectures & Presentations, Group Discussions, Hands-On Sessions, survey, Field Work, One-on-One Mentoring, Presentation, Questionnaires, Focus Group Discussions, Case Study, Report, Analytics, Problem solving															
CO2																	
CO3																	
CO4																	
Detailed Syllabus																	
<p>Research work in an MBA (Rural Management) program is a vital component that allows students to understand, investigate, and analyze rural realities, including socio-economic conditions, rural enterprises, rural markets, agriculture, rural infrastructure, rural institutions, rural policies, and rural technologies. It develops critical thinking, problem-solving, and evidence-based decision-making abilities required for rural development. Main objective are</p> <ul style="list-style-type: none"> <li>To apply theoretical knowledge of rural management to real-life rural settings.</li> <li>To understand rural socio-economic dynamics, constraints, and opportunities.</li> <li>To learn statistical and qualitative methods for data collection, analysis, and interpretation.</li> <li>To enable students to design, implement, and evaluate rural projects, policies, and interventions.</li> <li>To foster innovation and entrepreneurship for rural upliftment.</li> </ul>															<b>120 (75 +45)</b>		
<p><b>Research Areas:</b></p> <ol style="list-style-type: none"> <li>Rural Development Programs: Evaluating the impact of governmental schemes.</li> <li>Agribusiness and Value Chain Studies: Analyzing supply chains, marketing, and rural entrepreneurship.</li> <li>Rural Finance and Banking: Studying microcredit, rural banking, and self-help groups (SHG).</li> <li>Technology in Rural Development: Impact of ICT and digital platforms for rural growth.</li> <li>Rural Infrastructure and Services: Evaluating rural health, sanitation, transportation, and education.</li> <li>Sustainability and Livelihood: Assessing sustainable agriculture, rural industries, climate resilience, etc.</li> <li>Gender and Social Studies: Gender dynamics, role of women in rural enterprises.</li> </ol>																	

<b>Framework:</b>					
<ol style="list-style-type: none"> <li>1. Problem Identification: Selecting a rural management issue.</li> <li>2. Literature Review: Studying existing literature for background and gaps.</li> <li>3. Research Design: Choosing qualitative, quantitative, or mixed-method approaches.</li> <li>4. Data Collection: Surveys, interviews, focus group discussions, field observations.</li> <li>5. Data Analysis: Statistical tools (SPSS, Excel), qualitative coding methods.</li> <li>6. Conclusions and Recommendations: Deriving actionable insights for rural planning and policy-making.</li> </ol>					
<b>Importance:</b>					
<ul style="list-style-type: none"> <li>• Builds capacity for evidence-based planning and policymaking.</li> <li>• Enables students to design effective rural development interventions.</li> <li>• Prepares students for careers in rural consultancy, NGOs, corporate social responsibility (CSR), rural finance, rural entrepreneurship, and rural development institutions.</li> </ul>					
<b>Outputs of Research:</b>					
<ul style="list-style-type: none"> <li>• <b>Research Project / Dissertation</b> on rural management issues.</li> </ul>					
<b>Assessment Method</b>					
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>Presentation</b>	<b>Report</b>	<b>-</b>
	<b>CO1</b>	10	5	5	-
	<b>CO2</b>	10	5	5	-
	<b>CO3</b>	10	5	5	-
	<b>CO4</b>	10	5	5	-
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	<b>Term End Examination : Report and Viva</b>		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
<b>References</b>					
<b>Books:</b>					
<ul style="list-style-type: none"> <li>• Singh, Katar. (Latest Edition). Rural Development: Principles, Policies and Management. Sage Publications.</li> <li>• Desai, Vasant. (Latest Edition). Fundamentals of Rural Development. Rawat Publications.</li> <li>• Chambers, Robert. (Various works, e.g., Rural Development: Putting the Last First).</li> <li>• Drucker, Peter F. (Various works on Management, applied to rural context).</li> <li>• Books on Microfinance, Financial Inclusion, Agribusiness Management, Social Entrepreneurship.</li> <li>• Reports from NABARD, NITI Aayog, Ministry of Rural Development (Govt. of India), Planning Commission</li> </ul>					
<b>Online References (Databases, Journals, Organizations, &amp; Data Sources)</b>					
<ul style="list-style-type: none"> <li>• Online resources are crucial for accessing the latest research, reports, and data. ResearchGate / Academia.edu</li> <li>• SpringerLink: Offers millions of scientific documents from journals, books, series, protocols, and reference works.</li> <li>• Google Scholar: A broad search engine for scholarly literature across disciplines, useful for initial literature</li> </ul>					
<b>Key Institutions &amp; Organizations (for Reports, Data, &amp; Publications):</b>					
<ul style="list-style-type: none"> <li>• Institute of Rural Management Anand (IRMA): Website: <a href="http://www.irma.ac.in">www.irma.ac.in</a></li> <li>• National Bank for Agriculture and Rural Development (NABARD): Website: <a href="http://www.nabard.org">www.nabard.org</a></li> <li>• National Institute of Rural Development and Panchayati Raj (NIRD&amp;PR): Website: <a href="http://www.nirdpr.org.in">www.nirdpr.org.in</a></li> <li>• Ministry of Rural Development, Government of India: Website: <a href="http://rural.nic.in">rural.nic.in</a></li> <li>• NITI Aayog, Government of India: Website: <a href="http://www.niti.gov.in">www.niti.gov.in</a></li> <li>• RBI (Reserve Bank of India) - Publications section: Website: <a href="http://www.rbi.org.in">www.rbi.org.in</a></li> </ul>					
<b>Data Sources (for Quantitative Research):</b>					
<ul style="list-style-type: none"> <li>• Census of India: <a href="http://censusindia.gov.in">censusindia.gov.in</a> (for demographic, social, and economic data at village/district level).</li> <li>• National Sample Survey Office (NSSO), Ministry of Statistics and Programme Implementation</li> <li>• Agricultural Statistics at a Glance (Ministry of Agriculture &amp; Farmers Welfare)</li> <li>• CMIE (Centre for Monitoring Indian Economy) - Prowess/Economic Intelligence Service</li> <li>• State-specific statistical handbooks/economic surveys: Issued by state government planning departments.</li> </ul>					

Program - Semester M.B.A (Rural Management) - 4																	
Code MRMG401		Name of Subject Institutional Managerial Internship														Compulsory	
Credit : Teaching Hours - (10: 375 H)										Teaching Scheme : L (0) T (0) PR (30)							
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:	<b>Apply Management Theories in Practice:</b> Analyze real-world organizational challenges and opportunities by applying relevant management theories, principles, and functional concepts learned during the MBA program to propose actionable solutions within the internship setting.																
CO-2:	<b>Develop Professional Competencies:</b> Demonstrate enhanced professional skills, including problem-solving, analytical thinking, effective communication (written and oral), teamwork, and adaptability, in a professional organizational environment.																
CO-3:	<b>Understand Organizational Dynamics:</b> Gain a comprehensive understanding of an organization's structure, culture, functional interdependencies, and strategic operations, identifying the roles and challenges of various managerial positions.																
CO-4:	<b>Engage in Reflective Learning &amp; Ethical Practice:</b> Critically reflect on their internship experiences, evaluate their strengths and areas for development, and demonstrate a commitment to ethical conduct and professional values within the institutional setting.																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	1	2	2	2	2	3	3	2	2	1	2	2.08	3	2	3	2.67
CO2	3	1	3	3	3	3	---	---	2	3	3	1	2.50	2	---	3	2.50
CO3	1	---	3	---	---	1	2	3	2	3	1	2	2.00	2	2	1	1.67
CO4	3	---	2	3	1	3	2	1	3	2	3	3	2.36	3	3	3	3.00
Avg	2.50	1.00	2.50	2.67	2.00	2.25	2.33	2.33	2.25	2.50	2.00	2.00	2.24	2.50	2.33	2.50	2.46
3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1 ( Unit : 1)		Lecture, Experiment, Self Study															
CO2 ( Unit : 2)		Project, Group Discussion, Survey															
CO3 ( Unit : 3)		Problem Solving, Team-Teaching, Field work, Seminar															
CO4 ( Unit : 4)		Demonstration, Collaborative Teaching															
Detailed Syllabus																	
The <b>Institutional Managerial Internship (IMI)</b> in an MBA (Rural Management) program is a crucial experiential learning component designed to immerse students in the practical functioning of organizations operating within rural and development contexts. Unlike a general management internship focused purely on corporate functions, the IMI in Rural Management emphasizes the unique socio-economic, cultural, and environmental dimensions of rural areas.															<b>375 H</b>		
<b>Purpose and Objectives:</b>																	
<ol style="list-style-type: none"> <li>Hands-on Application of Knowledge: Students apply management principles, analytical tools, and functional knowledge (e.g., rural marketing, microfinance, project management, community development, HR) to real-world problems faced by rural-focused organizations.</li> <li>Exposure to Diverse Rural Realities: It provides direct exposure to the diverse challenges and opportunities prevalent in rural India, helping students appreciate the nuances of grassroots work that cannot be fully grasped in a classroom setting.</li> <li>Understanding Organizational Dynamics: Interns gain insights into the organizational structure, culture, decision-making processes, and operational challenges of institutions working in rural development, agribusiness, or social sectors. They observe how these organizations interact with various stakeholders, including government bodies, local communities, and other NGOs.</li> <li>Developing Managerial Competencies: It fosters critical managerial skills such as problem-</li> </ol>																	

<p>solving, strategic thinking, project planning and execution, data collection and analysis, communication (including cross-cultural communication), negotiation, and team collaboration within a practical environment.</p> <p>5. <b>Cultivating Social Sensitivity and Ethics:</b> The internship nurtures empathy, social responsibility, and ethical considerations inherent in working with vulnerable populations. Students learn the importance of trust-building, community participation, and inclusive development.</p> <p>6. <b>Career Exploration and Networking:</b> It offers a valuable opportunity for students to explore potential career paths within the rural management domain, understand industry expectations, and build professional networks with experienced practitioners and leaders. This often leads to pre-placement offers or crucial contacts for future employment.</p> <p>7. <b>Contribution to Host Organization:</b> Students contribute tangibly to the host organization by undertaking specific projects, research assignments, or operational tasks, adding value while gaining practical experience.</p>					
<p><b>Types of Host Organizations:</b></p> <ul style="list-style-type: none"> <li>• <b>Non-Governmental Organizations (NGOs) and Not-for-Profits:</b> Working on community development, livelihoods, health, education, women's empowerment, sustainable agriculture, and environmental conservation projects.</li> <li>• <b>Rural Financial Institutions:</b> Microfinance Institutions (MFIs), Regional Rural Banks (RRBs), Cooperative Banks.</li> <li>• <b>Agri-Business Companies:</b> Firms involved in agricultural inputs (seeds, fertilizers), outputs (food processing, dairy, retail), supply chain management, and rural marketing.</li> <li>• <b>Government Development Agencies:</b> Various departments or bodies involved in rural development schemes, livelihood missions, and social welfare programs.</li> <li>• <b>Cooperatives:</b> Dairy cooperatives, agricultural cooperatives, consumer cooperatives.</li> <li>• <b>Corporate Social Responsibility (CSR) Divisions:</b> CSR wings of large corporations engaged in rural development or community upliftment initiatives.</li> <li>• <b>Research and Consulting Firms:</b> Specializing in rural development, impact assessment, or social sector consulting.</li> </ul>					
<p><b>Outputs of Internship:</b></p> <ul style="list-style-type: none"> <li>• <b>Project Report</b> on rural management issues.</li> </ul> <p>The IMI is a capstone experiential learning opportunity that significantly shapes an MBA Rural Management graduate's capabilities and career trajectory, equipping them to lead and manage impactful initiatives in the dynamic and crucial rural sector.</p>					
Assessment Method					
Internal 40 Marks	COs	Marks	Exam Component		
			Presentation	Report	-
	CO1	10	5	5	-
	CO2	10	5	5	-
	CO3	10	5	5	-
	CO4	10	5	5	-
External 60 Marks	COs	Marks	Exam Component		
	CO1	15	<b>Term End Examination : Report and Viva</b>		
	CO2	15			
	CO3	15			
	CO4	15			
References					
<p><b>Online References (Databases, Journals, Organizations, &amp; Data Sources)</b></p> <ul style="list-style-type: none"> <li>• Online resources are crucial for accessing the latest research, reports, and data based on IMI.</li> </ul>					

Program - Semester M.B.A (Rural Management) - 4																		
Code MRMG402		Name of Subject Project Proposal															Compulsory	
Credit: Teaching Hours - (2:30)										Teaching Scheme : L (1) T (0) PR (2)								
Course Outcomes (COs)																		
After completing this course, students will be able to																		
CO-1:		Identify and define relevant project ideas by conducting comprehensive needs assessments and problem analyses, specifically within rural or community-based contexts.																
CO-2:		Formulate clear and measurable project objectives, outcomes, and activities, and effectively construct a Logical Framework matrix for robust project planning and monitoring.																
CO-3:		Develop comprehensive project proposals, including detailed technical, operational, and preliminary financial plans, and conduct a basic appraisal of their feasibility and sustainability.																
CO-4:		Apply ethical considerations and principles of stakeholder engagement throughout the project proposal development process, ensuring proposals are inclusive, culturally appropriate, and impactful.																
Mapping Matrix of POs, PSOs and COs																		
COs	POs														PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg	
CO1	3	2	2	1	2	2	3	3	---	2	2	2	2.18	2	3	---	2.50	
CO2	2	3	3	3	3	2	2	3	2	---	---	1	2.40	3	2	3	2.67	
CO3	2	---	1	---	2	3	3	---	3	1	2	2	2.11	1	2	3	2.00	
CO4	2	3	3	3	3	---	3	3	1	3	1	3	2.55	1	2	3	2.00	
Avg	2.25	2.67	2.25	2.33	2.50	2.33	2.75	3.00	2.00	2.00	1.67	2.00	2.31	1.75	2.25	3.00	2.29	
3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution																		
Teaching Pedagogy																		
COs		Teaching Strategy																
CO1 ( Unit : 1)		Interactive Lecture and Discussion- Idea-Generating Activity																
CO2 ( Unit : 2)		Group Discussion – Assignment																
CO3 ( Unit : 3)		Brainstorming on Business Problems, Case Studies																
CO4 ( Unit : 4)		Presentation – Discussions																
Detailed Syllabus																		
1. Project Identification & Formulation															15			
<ul style="list-style-type: none"> <li>Introduction to Projects: Definition, characteristics, and typical lifecycle of projects, Types of projects relevant to rural management, Project management context</li> <li>Understanding the Rural Context for Projects: Stakeholder Analysis, Problem Analysis, Objective Analysis, Force Field Analysis</li> <li>Needs Assessment Methodologies, Defining Project Scope and Objectives</li> <li>Logical Framework Approach</li> </ul>																		
2. Project Design, Appraisal & Proposal Writing															15			
<ul style="list-style-type: none"> <li>Detailed Project Design</li> <li>Project Appraisal and Feasibility Analysis</li> <li>Crafting the Project Proposal:</li> <li>Case Studies</li> </ul>																		
LAB															15			
Assessment Method																		
Internal 40 Marks		COs		Marks		Exam Component												
						MCQ			Assignment				Practical					
		CO1		10		5			-				5					

	CO2	10	-	5	5
	CO3	10	5	-	5
	CO4	10	-	5	5
External 60 Marks	COs	Marks	Exam Component		
	CO1	15	Term end examination : (Proposal + Viva)		
	CO2	15			
	CO3	15			
	CO4	15			

### References

#### Books:

- Meredith, Jack R. and Samuel J. Mantel (2010). Project Management, 7/e; New Delhi: Wiley India
- Gray F. Clifford and Erik W. Larson (2008). Project Management, 3/e; New Delhi: Tata McGraw-Hill
- Prasanna Chandra (2008). Projects - Planning, Selection, Financing, Implementation and Review, 6/e; New Delhi: Tata McGraw-Hill
- B.M. Patel : Project Management
- Project Management Institute. (Latest Edition). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*.
- Gantt, Lynn E., & Kretzmann, John P. (Latest Edition). *Community Organizing and Community Building for Social Justice (or related works on Asset-Based Community Development)*. (Focuses on community-driven approaches to identifying needs and building projects).

#### Online Resources & Tools

- <https://my.msme.gov.in/MyMsmeMob/MsmeProjectProfile/Home.htm>
- <http://www.dcmsme.gov.in/schemes/ProjectReport.html>
- <http://msmeinfo.in/2017/09/18/pmegp-sample-project-profiles/>

**Program - Semester**  
**M.B.A (Rural Management) - 4**

Code	Name of subject	Optional
MRMGEC403-11	Development Module	

**Credit : Teaching Hours - (4: 180)**

We at Department of Rural Management, Gujarat Vidyapith, are offering a two years full time Post-Graduation Programme-Master in Business Administration (Rural Management). During this programme, various Innovative Teaching-Learning techniques are implemented for the holistic development of students. It is believed that practical experience must be given to students in such a way that they can have field exposures and opportunities of interaction with real players in rural development field. Keeping this in view, Student Development Modules have been designed for the management students of last semester. In this course, we organize a workshop, group discussions and field visit with specified theme in association with organization having grass root level experience in the field of sustainable rural development.

In this work, we request various organizations to join hands with us by signing an Academic MOU with us. In this regard, Development Modules are as follows:

List of Elective Core Subjects			
Open Elective Core (Any Four)			
1.	Water Resource Management	વૈકલ્પિક (Elective)	MRMGEC403
2.	Forest Management	વૈકલ્પિક (Elective)	MRMGEC404
3.	Consumer Protection and Awareness	વૈકલ્પિક (Elective)	MRMGEC405
4.	Community Education	વૈકલ્પિક (Elective)	MRMGEC406
5.	Agri-Business Management	વૈકલ્પિક (Elective)	MRMGEC407
6.	Participatory Rural Appraisal	વૈકલ્પિક (Elective)	MRMGEC408
7.	Corporate Social Responsibility	વૈકલ્પિક (Elective)	MRMGEC409
8.	Micro Finance	વૈકલ્પિક (Elective)	MRMGEC410

Program - Semester M.B.A (Rural Management) - 4																	
Code MRMGEC403		Name of Subject Water Resource Management												Elective			
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (2) T (0) PR (1)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Analyze the ecological importance and hydrological principles of water resource management, including precipitation patterns, runoff,															
CO-2:		Examine the fundamentals of groundwater geology, its occurrence, and distribution, and critically evaluate the groundwater status and associated problems, with a special reference to Gujarat.															
CO-3:		Evaluate strategies for groundwater pollution management, water level fluctuation mitigation, and apply principles of participatory and traditional/modern water conservation techniques.															
CO-4:		Assess water resource development and management initiatives at the central level, understand water quality parameters, and propose decentralized drinking water planning techniques considering gender perspectives.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	3	2	2	3	3	1	3	3	2	1	1	2.08	2	---	3	2.50
CO2	2	1	1	3	1	1	2	3	2	1	3	3	1.92	3	3	3	3.00
CO3	2	3	1	3	3	3	2	---	3	3	2	3	2.55	3	3	2	2.67
CO4	1	3	2	---	3	3	3	3	2	2	1	2	2.27	3	3	3	3.00
Avg	1.50	2.50	1.50	2.67	2.50	2.50	2.00	3.00	2.50	2.00	1.75	2.25	2.20	2.75	3.00	2.75	2.79
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lecture, Seminar, Quiz															
CO2		Self Study, Project, Hands-on Activity Group Discussion,															
CO3		Supervised Assignment, Field Visit, Team-Teaching															
CO4		Demonstration															
Detailed Syllabus																	
<ul style="list-style-type: none"> <li>Ecological Importance of Water Resource Management</li> <li>Principles of Watershed Management</li> <li>Hydro-logical Cycle, Geo-Hydrological Considerations in Watershed Management</li> <li>Types of Precipitation, Rainfall Pattern, Distribution, Measurement, Runoff and Infiltration Watershed Demarcation, Runoff Estimation, etc</li> </ul>																<b>10</b>	
<ul style="list-style-type: none"> <li>Rainfall Analysis</li> <li>Fundamentals of Groundwater Geology, GW Type, Occurrence, Distribution</li> <li>Factors Affecting Water Movement in Soils, Rock Properties Affecting Groundwater</li> <li>Importance of Groundwater in Development - Rural and Urban</li> <li>Groundwater Status of Gujarat State, Water Resource Problems in Gujarat Groundwater Exploration Techniques</li> </ul>																<b>10</b>	
<ul style="list-style-type: none"> <li>Groundwater Pollution, Mechanism and Remedies Management</li> <li>Water Level Fluctuation and Groundwater Issues</li> <li>Participatory Ground Water Management Experience- Traditional and Modern water conservation techniques</li> </ul>																<b>10</b>	
<ul style="list-style-type: none"> <li>Water Resource Development and Management Initiatives, Central Level Government Structure</li> <li>Water Quality Parameters - Standards for Drinking Water and Irrigation Water</li> <li>Well Inventory and Its Significance</li> </ul>																<b>10</b>	

<ul style="list-style-type: none"> <li>Resource Management Strategies based on Water Level Contours and Analysis</li> <li>Resource Management Strategies based on Hydrograph</li> <li>Decentralized Drinking Water Planning Techniques, Gender and Water</li> </ul>	
<ul style="list-style-type: none"> <li>Field Visit</li> </ul>	<b>5</b>

#### Assessment Method

Internal 40 Marks	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
	CO1	10	5	-	5
	CO2	10	-	5	5
	CO3	10	5	-	5
	CO4	10	-	5	5

  

External 60 Marks	COs	Marks	Exam Component	
			Term end examination (Practical + Viva)	
	CO1	15		
	CO2	15		
	CO3	15		
	CO4	15		

#### References

##### Books:

- Sahabhagi Bhugarbh Jal Vyavstahpan -1 and 2 -Training books prepared by Arid Communities and Technologies-Bhuj
- Watershed Management Manual and Guideline
- Groundwater by H.M. Raghunath
- Groundwater Hydrology by David KeithTodd

##### Online Resources & Tools

- Arghyam Foundation: Website:** [arghyam.org](http://arghyam.org)
- WaterAid India: Website:** [www.wateraid.org/where-we-work/india](http://www.wateraid.org/where-we-work/india)
- WASSAN (Watershed Support Services and Activities Network): Website:** [www.wassan.org](http://www.wassan.org)
- AKRSP(I) (Aga Khan Rural Support Programme, India): Website:** [www.akrspindia.org](http://www.akrspindia.org)
- UNICEF India: Website:** [www.unicef.org/india](http://www.unicef.org/india)

##### Government of Gujarat Publications:

- Gujarat Water Resources Development Corporation (GWRDC):** [www.gwrdc.gujarat.gov.in](http://www.gwrdc.gujarat.gov.in)
- Water Supply and Sewerage Board (GWSSB):** [www.gwssb.gujarat.gov.in](http://www.gwssb.gujarat.gov.in)
- Sardar Sarovar Narmada Nigam Limited (SSNNL):** [www.sardarsarovardam.org](http://www.sardarsarovardam.org)

Program - Semester M.B.A (Rural Management) - 4																			
Code MRMGEC404		Name of Subject Forest Management															Elective		
Credit: Teaching Hours - (2:30)										Teaching Scheme : L (2) T (0) PR (1)									
Course Outcomes (COs)																			
After completing this course, students will be able to																			
CO-1:		Analyze the fundamental concepts of forest and biodiversity, evaluate their current global and local status, and assess their critical role in supporting rural livelihoods and development.																	
CO-2:		Examine various management concepts, policies, and strategies for forest and biodiversity conservation, understanding their interconnectedness with environmental protection and global warming mitigation.																	
CO-3:		Evaluate the importance and mechanisms of people's participation in forest and biodiversity protection, with a conceptual clarity on models such as Joint Forest Management (JFM).																	
CO-4:		Propose integrated approaches for sustainable forest and biodiversity management, demonstrating practical insights and challenges through field observations and report preparation																	
Mapping Matrix of POs, PSOs and COs																			
COs	POs													PSOs					
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg		
CO1	2	3	2	1	2	1	2	3	---	2	3	2	2.09	2	1	1	1.33		
CO2	3	3	3	3	3	3	2	1	2	3	1	3	2.50	2	2	2	2.00		
CO3	2	3	1	2	---	3	2	1	2	2	3	3	2.18	3	3	2	2.67		
CO4	2	2	3	3	3	2	3	2	3	3	3	---	2.64	3	3	3	3.00		
Avg	2.25	2.75	2.25	2.25	2.67	2.25	2.25	1.75	2.33	2.50	2.50	2.67	2.35	2.50	2.25	2.00	2.25		
3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution																			
Teaching Pedagogy																			
COs		Teaching Strategy																	
CO1		Lecture, Seminar, Quiz																	
CO2		Self Study, Project, Hands-on Activity Group Discussion,																	
CO3		Supervised Assignment, Field Visit, Team-Teaching																	
CO4		Demonstration																	
Detailed Syllabus																			
<ul style="list-style-type: none"> <li>Basic concept of forest and bio diversity</li> <li>present situation of forest and bio-diversity and its impact</li> <li>Role of Forest and bio diversity in rural development</li> </ul>																10			
<ul style="list-style-type: none"> <li>Management of forest and bio diversity- concept, need, working policy, Environment</li> <li>Protection, Global Warming- cause, effects and require steps</li> </ul>																10			
<ul style="list-style-type: none"> <li>People's participation in protection of forest and bio diversity, conceptual clarity about JFM (joint forestry Management)</li> </ul>																10			
<ul style="list-style-type: none"> <li>Field Visit and Report</li> </ul>																15			
Assessment Method																			
Internal 40 Marks	COs	Marks	Exam Component																
			MCQ	Assignment	Report														
	CO1	10	5	-	5														
	CO2	10	5	5															
	CO3	10	5	-	5														
CO4	10	5	5																
External	COs	Marks	Exam Component																

60 Marks	CO1	15	Term end examination
	CO2	15	
	CO3	15	
	CO4	15	

### References

#### Book

- Tewari, D. N. (Latest Edition). *Forests and Forestry in India*. International Book Distributors. (A classic for understanding Indian forestry and its history).
- Sharma, H. R., & Sinha, S. (Latest Edition). *Natural Resource Management in India: Issues and Challenges*. Rawat Publications. (Focuses specifically on NRM issues in India).

#### Online Resources & Tools

- Ministry of Environment, Forest and Climate Change (MoEF&CC), Government of India: [moef.gov.in](http://moef.gov.in)
- Forest Survey of India (FSI): Website: [fsi.nic.in](http://fsi.nic.in)
- NABARD (National Bank for Agriculture and Rural Development): Website: [www.nabard.org](http://www.nabard.org)
- NITI Aayog, Government of India: Website: [www.niti.gov.in](http://www.niti.gov.in)

Program - Semester M.B.A (Rural Management) - 4																	
Code MRMGEC405		Name of Subject Consumer Protection and Awareness														Elective	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (2) T (0) PR (1)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:	Analyze the fundamental concepts of consumer protection, consumer rights, and common unfair business practices, distinguishing between technical and legal terminologies in the consumer domain.																
CO-2:	Evaluate the organizational setup and legal provisions for consumer protection in India, specifically understanding the functions and redressal mechanisms available through bodies like the Consumer Education and Research Center (CERC), Ahmedabad.																
CO-3:	Examine emerging trends and contemporary challenges in consumer protection, including issues related to environmental awareness, cybercrime, and e-commerce.																
CO-4:	Propose strategies for consumer education, advocacy, and research on current consumer protection issues, demonstrating practical engagement through field interactions.																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	2	1	1	3	1	1	3	3	3	1	---	2.00	3	---	1	2.00
CO2	3	3	3	2	3	3	3	2	2	1	1	3	2.42	2	---	1	1.50
CO3	2	1	3	---	1	3	2	3	3	2	2	3	2.27	3	3	2	2.67
CO4	3	2	1	3	---	2	---	---	1	3	3	3	2.33	2	2	2	2.00
Avg	2.75	2.00	2.00	2.00	2.33	2.25	2.00	2.67	2.25	2.25	1.75	3.00	2.26	2.50	2.50	1.50	2.04
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lecture, Seminar, Quiz															
CO2		Self Study, Project, Hands-on Activity Group Discussion,															
CO3		Supervised Assignment, Survey, Field Visit, Team-Teaching															
CO4		Demonstration															
Detailed Syllabus																	
1	Consumer Protection and Consumer Rights															10	
	<ul style="list-style-type: none"> <li>Understanding of consumer protection related technical and legal terminology and their definitions</li> <li>Consumer Rights, Fraud and unfair business practices</li> </ul>																
2	Organizational Set up and legal provision for consumer protection and awareness															10	
	<ul style="list-style-type: none"> <li>Consumer Education and Research Center (CERC), Ahmadabad: Organization and function</li> <li>Provisions against Fraud and unfair business practices</li> <li>Understanding about legal provision and redressal measures and Process available at Consumer Education and Research Center (CERC), Ahmadabad</li> </ul>																
3	Emerging Trends in consumer protection and General Research															10	
	<ul style="list-style-type: none"> <li>Environmental Awareness about goods among consumers</li> <li>Current Cyber Crime, E-Commerce and Other unfair business practices</li> <li>Dialogue with society and research about concurrent issues of consumer protection</li> </ul>																
Field Visit and Report															15		
Assessment Method																	
Internal 40 Marks	COs	Marks	Exam Component														
			MCQ	Assignment	Practical												
	CO1	10	5	-	5												
	CO2	10	-	5	5												

	<b>CO3</b>	10	5	-	5
	<b>CO4</b>	10	-	5	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term end examination (Practical + Viva)		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
<b>References</b>					
<p>Books</p> <ul style="list-style-type: none"> <li>• Saxena, K. C. (Latest Edition). <i>Consumer Protection Law &amp; Practice</i>. Bharat Law House. (Focuses on practical aspects and legal interpretations).</li> </ul> <p><b>Online Resources &amp; Tools</b></p> <ul style="list-style-type: none"> <li>• Consumer Education and Research Center (CERC), Ahmedabad: Website: <a href="http://www.cercindia.org">www.cercindia.org</a></li> <li>• National Consumer Disputes Redressal Commission (NCDRC): Website: <a href="http://ncdrc.nic.in">ncdrc.nic.in</a></li> <li>• Competition Commission of India (CCI): Website: <a href="http://www.cci.gov.in">www.cci.gov.in</a></li> </ul> <p><b>Academic Journals &amp; Online Resources:</b></p> <ol style="list-style-type: none"> <li>1. <b>Journal of Consumer Policy:</b> (International journal focusing on consumer protection, law, and economics).</li> <li>2. <b>Journal of Business Ethics:</b> (Articles on ethical conduct in business, relevant to unfair practices).</li> </ol>					

Program - Semester M.B.A (Rural Management) - 4																	
Code MRMGEC406		Name of Subject Community Education														Elective	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (1) T (0) PR (2)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:	Understand the basic concepts, significance and necessity of community education in sustainable and inclusive community development.																
CO-2:	Derive characteristics of Indian communities in the light of concepts of civil and learning society; and design suitable community educational interventions.																
CO-3:	Equip to utilize participatory methods and communication competence to implement community education programs based on need assessment.																
CO-4:	Develop the profile of effective community educator; and build capacity through community-dialogues and qualitative survey projects.																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	2	2	2	2	1	1	2	---	1	3	2	1.91	1	3	3	2.33
CO2	3	2	1	3	3	2	3	1	1	2	3	1	2.08	2	3	1	2.00
CO3	3	---	3	3	---	3	2	3	3	---	1	1	2.44	3	2	3	2.67
CO4	3	1	2	2	1	1	2	---	1	---	2	2	1.70	2	3	3	2.67
Avg	3.00	1.67	2.00	2.50	2.00	1.75	2.00	2.00	1.67	1.50	2.25	1.50	2.03	2.00	2.75	2.50	2.42
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lecture, Seminar, Quiz															
CO2		Self Study, Project, Hands-on Activity Group Discussion,															
CO3		Supervised Assignment, Survey, Field Visit, Team-Teaching															
CO4		Demonstration															
Detailed Syllabus																	
<ul style="list-style-type: none"> <li>Background of Indian education system and role, need, definition, concept and scope of community education.</li> <li>Interrelationships between individual, community and society. (In social, economic, political context)</li> </ul>																<b>5</b>	
<ul style="list-style-type: none"> <li>Characteristics of learning communities and civil society (including reference to the Sustainable Development Goals)</li> </ul>																<b>5</b>	
<ul style="list-style-type: none"> <li>Current characteristics of Indian communities: conservatism-progressiveness, conflict-harmony, Aspirations-hard work, lack of concern for education, social leadership-absence of developmental leadership.</li> <li>Principles of social-community change and corresponding planning-programmes (community level)</li> </ul>																<b>5</b>	
<ul style="list-style-type: none"> <li>Principles of Community Education, Profile of Community Education Worker/Agent/Motivator (Knowledge-Attitude-Skills)</li> </ul>																<b>5</b>	
<b>Practical</b>																<b>20</b>	
<ul style="list-style-type: none"> <li><b>write</b> a report on a short program through Media-Tech.</li> <li>To <b>survey</b> and report the selected community and plan community education program based on it.</li> </ul>																	

Assessment Method							
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>				
			<b>Assignment</b>	<b>Report</b>	<b>Quiz</b>	<b>Survey</b>	<b>Profile</b>
	<b>CO1</b>	10	5	-	-	-	-
	<b>CO2</b>	10	-	-	5	-	-
	<b>CO3</b>	10	-	10	-	-	-
	<b>CO4</b>	10	-	-	5	15	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>				
	<b>CO1</b>	15	Term end examination + Viva				
	<b>CO2</b>	15					
	<b>CO3</b>	15					
	<b>CO4</b>	15					
<b>References</b>							
<p><b>Books:</b></p> <ul style="list-style-type: none"> <li>• Reading materia prepared by Bhartiya Samudayik Shikshan Sang</li> <li>• <b>National Literacy Mission Authority (NLMA)</b>. Annual Reports and Publications related to Adult and Community Education.</li> <li>• <b>Shah, A. M. (2009)</b>. <i>Rural Education and Development</i>. Rawat Publications.</li> </ul> <p><b>Online Resources &amp; Tools</b></p> <ul style="list-style-type: none"> <li>• <b>UNESCO - Education for Sustainable Development:</b> <a href="https://www.unesco.org/themes/education-sustainable-development">https://www.unesco.org/themes/education-sustainable-development</a></li> <li>• <b>National Literacy Mission Authority (NLMA), Government of India:</b> <a href="https://nlm.gov.in/">https://nlm.gov.in/</a></li> <li>• <b>National Institute of Rural Development and Panchayati Raj (NIRDPR):</b> <a href="http://nirdpr.org.in/">http://nirdpr.org.in/</a></li> <li>• <b>Open Educational Resources (OER):</b> <a href="https://www.oercommons.org/">https://www.oercommons.org/</a></li> <li>• <b>Coursera / edX / SWAYAM:</b> Free online courses related to rural education, adult learning, and community development.</li> </ul>							

Program - Semester M.B.A (Rural Management) - 4																	
Code MRMGEC407		Name of Subject Agribusiness Management														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (2) T (0) PR (1)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:	Analyze the fundamental concepts, nature, and policy framework of agribusiness management, evaluating the impact of economic reforms (liberalization, privatization, globalization) on the agricultural business sector.																
CO-2:	Evaluate emerging trends in agricultural production, processing, and marketing, and propose strategies for value addition and effective marketing of agri-products, including the role of food processing.																
CO-3:	Analyze the basic concepts of international trade and its implications for the Indian agriculture sector, particularly in the context of WTO agreements, and understand agri-export-import management.																
CO-4:	Assess the significance of cooperatives and farmer organizations in agribusiness, integrate principles of organic farming and other sustainable practices, and evaluate the impact of government interventions for strategic agribusiness development.																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	2	1	3	3	3	3	2	2	3	2	3	2.33	1	1	1	1.00
CO2	3	3	3	3	2	2	3	2	2	1	3	3	2.50	3	1	1	1.67
CO3	3	3	---	2	2	1	---	3	3	3	1	---	2.33	3	2	3	2.67
CO4	3	3	2	3	3	2	---	1	2	3	2	1	2.27	3	3	2	2.67
Avg	2.50	2.75	2.00	2.75	2.50	2.00	3.00	2.00	2.25	2.50	2.00	2.33	2.36	2.50	1.75	1.75	2.00
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lecture, Fields, Case study, Demonstration, Presentation															
CO2																	
CO3																	
CO4																	
Detailed Syllabus																	
<b>1 Agribusiness: Concept, Policy and Strategy</b>															<b>10</b>		
<ul style="list-style-type: none"> <li>Agribusiness – Definition and Nature</li> <li>Introduction to Agribusiness Management, Components of agribusiness management</li> <li>Agribusiness policies- Concept and formulation; New dimensions in Agri business environment and policy.</li> <li>Problems and policy changes in the country relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance, etc.</li> <li>Changing dimensions of agricultural business- Impact of liberalization, privatization and globalization on Agri business sector.</li> </ul>																	
<b>2 International trade and Emerging trends in production, processing, marketing and exports</b>															<b>10</b>		
<ul style="list-style-type: none"> <li>International trade- basic concepts, WTO and its implications for Indian agriculture sector</li> <li>Emerging trends in production, processing, marketing and exports</li> <li>Agri business research, Food processing and value addition</li> <li>Marketing of agri products, Co-operatives and farmers organizations.</li> <li>Organic farming and scope for future, Agri export-import management, Government interventions</li> </ul>																	
<b>3. Practical and Exposure Visits</b>															<b>25</b>		

Assessment Method					
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>MCQ / Test</b>	<b>Assignment</b>	<b>Presentation</b>
	<b>CO1</b>	10	5	-	5
	<b>CO2</b>	10	5	5	-
	<b>CO3</b>	10	5	-	5
	<b>CO4</b>	10	5	5	-
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term end examination (Practical + Viva)		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
<b>References</b>					
<p><b>Books</b></p> <ul style="list-style-type: none"> <li>Rajagopal. (Latest Edition). Agribusiness Management: Text and Cases. Vikas Publishing House.</li> </ul> <p><b>Online Resources &amp; Tools</b></p> <ul style="list-style-type: none"> <li>Ministry of Agriculture &amp; Farmers Welfare, Government of India: Website: <a href="http://agriwelfare.gov.in">agriwelfare.gov.in</a></li> <li>NABARD (National Bank for Agriculture and Rural Development): Website: <a href="http://www.nabard.org">www.nabard.org</a></li> <li>NITI Aayog (Government of India): Website: <a href="http://www.niti.gov.in">www.niti.gov.in</a></li> <li>APEDA (Agricultural and Processed Food Products Export Development Authority): Website: <a href="http://apeda.gov.in">apeda.gov.in</a></li> <li>Food and Agriculture Organization of the United Nations (FAO) - India Office/Global Publications: Website: <a href="http://www.fao.org">www.fao.org</a></li> </ul>					

Program - Semester M.B.A (Rural Management) - 4																	
Code MRMGEC408		Name of Subject Participatory Rural Appraisal														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (2) T (0) PR (1)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:	<b>Analyze the foundational concepts, definitions, features, objectives, and ethical principles of Participatory Rural Appraisal (PRA)</b> , understanding its philosophy and distinguishing it from conventional research methods.																
CO-2:	<b>Apply a range of PRA tools and techniques</b> for effective data collection, visualization, and presentation in rural communities, fostering genuine community participation.																
CO-3:	<b>Design and execute basic fieldwork using PRA methodologies</b> , demonstrating the practical skills required for community engagement, information gathering, and initial analysis.																
CO-4:	<b>Critically evaluate the advantages and disadvantages of PRA</b> in various rural development contexts, and assess its role in empowering local communities for planning and decision-making.																
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	1	1	---	2	3	3	3	1	3	2	2	---	2.10	2	1	3	2.00
CO2	2	1	3	2	3	---	1	3	3	2	3	2	2.27	2	1	2	1.67
CO3	2	2	1	2	3	2	1	3	3	1	3	3	2.17	3	3	3	3.00
CO4	2	2	3	1	1	3	1	---	1	2	2	---	1.80	2	2	1	1.67
Avg	1.75	1.50	2.33	1.75	2.50	2.67	1.50	2.33	2.50	1.75	2.50	2.50	2.08	2.25	1.75	2.25	2.08
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Lecture, Fields, Case study, Demonstration, Presentation															
CO2																	
CO3																	
CO4																	
Detailed Syllabus																	
<b>1. Introduction to Participatory Rural Appraisal (PRA):</b>															<b>10</b>		
<ul style="list-style-type: none"> <li>Meaning and Definition of PRA</li> <li>Features of PRA</li> <li>Objectives of PRA</li> <li>Principles and Ethics of PRA</li> <li>Advantages and Disadvantages of PRA</li> </ul>																	
<b>2. Methods of Participatory Rural Appraisal (PRA):</b>															<b>10</b>		
<ul style="list-style-type: none"> <li>PRA Tools and Techniques</li> <li>Data Collection Methods in PRA</li> <li>Visualization and Presentation Techniques</li> </ul>																	
<b>Fieldwork Preparation and Execution</b>															<b>25</b>		
<ul style="list-style-type: none"> <li>Report</li> </ul>																	

Assessment Method					
Internal 40 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
			<b>MCQ/ Test</b>	<b>Assignment</b>	<b>Practical</b>
	<b>CO1</b>	10	5	-	5
	<b>CO2</b>	10	-	5	5
	<b>CO3</b>	10	5	-	5
	<b>CO4</b>	10	-	5	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term end examination (Practical + Viva)		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
References					
<p>Books</p> <ul style="list-style-type: none"> <li>Chambers, Robert. (Latest Edition). Rural Appraisal: Rapid, Relaxed and Participatory. IDS Publications. (A foundational work by one of the pioneers of PRA).</li> <li>Chambers, <b>Robert. (Latest Edition). Participatory Workshops: A Sourcebook of 21 Techniques. Earthscan.</b> (Provides practical guidance on various participatory tools).</li> </ul> <p><b>Online Resources &amp; Tools</b></p> <ul style="list-style-type: none"> <li>IIED (International Institute for Environment and Development): Website: <a href="http://www.iied.org">www.iied.org</a></li> <li>IDS (Institute of Development Studies): Website: <a href="http://www.ids.ac.uk">www.ids.ac.uk</a></li> <li>NIRD&amp;PR (National Institute of Rural Development &amp; Panchayati Raj): Website: <a href="http://www.nirdpr.org.in">www.nirdpr.org.in</a></li> </ul>					

Program - Semester M.B.A (Rural Management) - 4																	
Code MRMGEC409		Name of Subject Corporate Social Responsibility														Compulsory	
Credit: Teaching Hours - (2:30)									Teaching Scheme : L (2) T (0) PR (1)								
Course Outcomes (COs)																	
After completing this course, students will be able to																	
CO-1:		Understand the fundamental concepts, evolution, and scope of Corporate Social Responsibility (CSR) in relation to business, government, and society.															
CO-2:		Analyze different CSR strategies and activities, and examine the roles of various stakeholders including entrepreneurs, managers, executives, and NGOs in CSR implementation.															
CO-3:		Evaluate the structure, ethics, values, and responsibilities within CSR organizations and design strategies for sustainable and impactful CSR initiatives.															
CO-4:		Apply CSR knowledge through real-life case study analysis and reporting, and assess the effectiveness and outcomes of CSR projects.															
Mapping Matrix of POs, PSOs and COs																	
COs	POs													PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg
CO1	3	2	1	2	3	3	2	1	1	1	2	2	1.92	3	2	1	2.00
CO2	2	3	2	3	2	3	3	2	3	2	2	3	2.50	2	3	2	2.33
CO3	2	2	3	3	3	3	3	2	3	2	2	3	2.58	3	3	2	2.67
CO4	2	3	2	2	3	3	3	2	3	3	2	3	2.58	2	2	3	2.33
Avg	2.25	2.50	2.00	2.50	2.75	3.00	2.75	1.75	2.50	2.00	2.00	2.75	2.40	2.50	2.50	2.00	2.33
<b>3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution</b>																	
Teaching Pedagogy																	
COs		Teaching Strategy															
CO1		Explaining theories, laws, and company policies.															
CO2		CSR programs from Indian corporates.															
CO3		Group projects on local community engagement initiatives.															
CO4		Observation of CSR in practice, Online courses and CSR leaders' insights.															
Detailed Syllabus																	
<b>1 Corporate Social Responsibility (CSR) Concept</b>															<b>10</b>		
<ul style="list-style-type: none"> <li>Introduction of CSR, Evolution of CSR, Importance of CSR and its scope</li> <li>Fundamentals of CSR, Business, Government, Society, Sustainability and CSR</li> <li>Basic approach to CSR</li> </ul>																	
<b>2 Practicing Corporate Social Responsibility</b>															<b>10</b>		
<ul style="list-style-type: none"> <li>Different type of CSR activities</li> <li>The Role of Entrepreneurs/ CEOs/ Managers/ HR and Executives /NGOs working on CSR projects</li> <li>Organization structure, roles and responsibilities of people working in CSR organization</li> <li>Values, Ethics, Social Responsibilities, Mission and Vision of NGOs practicing the CSR Projects</li> <li>Steps to successful and sustainable CSR projects</li> <li>Evaluating the Performance of CSR Projects</li> </ul>																	
<b>3 Case studies and report</b>															<b>25</b>		
Assessment Method																	
Internal 40 Marks	COs		Marks		Exam Component												
					MCQ / Test			Assignment			Presentation						
	CO1		10		5			-			5						

	<b>CO2</b>	10	5	5	-
	<b>CO3</b>	10	5	-	5
	<b>CO4</b>	10	5	5	-
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term end examination		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			
<b>References</b>					
<b>Books</b>					
<ul style="list-style-type: none"> <li>• Singh, A., &amp; Gupta, R. (2021). Corporate social responsibility in India: Principles and practices. Sage Publications India.</li> <li>• Kapoor, N. (2022). Corporate social responsibility and sustainable development. Himalaya Publishing House.</li> <li>• Kaul, M. (2023). CSR strategies and ethical business models. Oxford University Press India.</li> <li>• Narayan, V. (2021). CSR and human resource management. Cengage India.</li> </ul>					
<b>Web Sources</b>					
<ul style="list-style-type: none"> <li>• Ministry of Corporate Affairs. (2023). CSR policy and compliance under Companies Act. Retrieved from <a href="https://www.mca.gov.in">https://www.mca.gov.in</a></li> <li>• Tata Sustainability Group. (n.d.). CSR and sustainability practices of Tata Group. Retrieved June 26, 2025, from <a href="https://www.tatasustainability.com">https://www.tatasustainability.com</a></li> <li>• SWAYAM. (n.d.). Courses on CSR and ethical business practices. Retrieved June 26, 2025, from <a href="https://swayam.gov.in">https://swayam.gov.in</a></li> <li>• Confederation of Indian Industry (CII). (2023). CSR initiatives and reports. Retrieved from <a href="https://www.cii.in">https://www.cii.in</a></li> <li>•</li> </ul>					

Program - Semester M.B.A (Rural Management) - 4																		
Code MRMGEC410		Name of Subject MICRO FINANCE															Compulsory	
Credit: Teaching Hours - (2:30)										Teaching Scheme : L (2) T (0) PR (1)								
Course Outcomes (COs)																		
After completing this course, students will be able to																		
CO-1:		Analyze the fundamental concepts, characteristics, advantages, and disadvantages of microfinance, and evaluate its critical role in promoting rural development and financial inclusion in India.																
CO-2:		Examine the various models of microfinance delivery, with a special focus on Self-Help Group (SHG) formation processes, group finance mechanisms, and their management for effective outreach.																
CO-3:		Assess the socio-economic challenges faced by the microfinance sector in India, and critically evaluate the impact of government policies and RBI guidelines on its current status and future trajectory.																
CO-4:		Apply microfinance principles through case study analysis (e.g., SEWA, Myrada), understanding its practical implementation, particularly in empowering women and fostering sustainable rural livelihoods.																
Mapping Matrix of POs, PSOs and COs																		
COs	POs														PSOs			
	1	2	3	4	5	6	7	8	9	10	11	12	Avg	1	2	3	Avg	
CO1	2	2	3	3	1	2	3	3	1	2	2	2	2.17	3	2	---	2.50	
CO2	3	2	2	2	2	2	2	---	1	1	2	3	2.00	3	3	3	3.00	
CO3	2	2	---	2	2	3	2	3	---	2	3	2	2.30	3	3	1	2.33	
CO4	1	2	1	1	2	3	3	1	3	3	2	1	1.92	2	2	2	2.00	
Avg	2.00	2.00	2.00	2.00	1.75	2.50	2.50	2.33	1.67	2.00	2.25	2.00	2.10	2.75	2.50	2.00	2.46	
3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution																		
Teaching Pedagogy																		
COs		Teaching Strategy																
CO1		Lecture, Bank Visit, MCQ Field Visit, Assignment, Presentation, Expert talk, Video																
CO2																		
CO3																		
CO4																		
Detailed Syllabus																		
<b>Unit 1</b>															<b>10</b>			
<ul style="list-style-type: none"> <li>Introduction to Micro Finance - meaning, characteristics, advantages &amp; disadvantages</li> <li>Micro Finance and development (especially rural development)</li> <li>Financial inclusion status in India</li> <li>Challenges to Micro Finance</li> <li>Current status of Micro Finance and the government policy (RBI Guideline)</li> </ul>																		
<b>Unit 2</b>															<b>10</b>			
<ul style="list-style-type: none"> <li>Models for Micro Finance - women empowerment and Micro Finance</li> <li>Group formation for Micro Finance (SHG) - process and requirements</li> <li>Group finance process and group management</li> <li>Case studies (SEWA Banks, Myrada)</li> <li>Visit to successful SHGs</li> </ul>																		
Case studies and report															<b>25</b>			
Assessment Method																		
Internal 40 Marks	COs		Marks		Exam Component													
					MCQ/Test				Assignment				Presentation					
	CO1		10		5				-				5					
CO2		10		-				5				5						

	<b>CO3</b>	10	5	-	5
	<b>CO4</b>	10	-	5	5
External 60 Marks	<b>COs</b>	<b>Marks</b>	<b>Exam Component</b>		
	<b>CO1</b>	15	Term end examination		
	<b>CO2</b>	15			
	<b>CO3</b>	15			
	<b>CO4</b>	15			

### References

#### Books

- Puhazhendhi, V. (Latest Edition). *Microfinance and Rural Development*. New Century Publications. (Specifically focuses on the Indian context of microfinance).
- NABARD. (Latest Edition). *Status of Microfinance in India*. (Annual Publication - download the latest report). (Essential for understanding the Indian microfinance landscape, trends, and policies).

#### Online Resources & Tools

- Reserve Bank of India (RBI): Website: [www.rbi.org.in](http://www.rbi.org.in)
- NABARD (National Bank for Agriculture and Rural Development): Website: [www.nabard.org](http://www.nabard.org)
- Ministry of Rural Development, Government of India: Website: [rural.nic.in](http://rural.nic.in)

#### Case Studies & Institutional Reports:

1. **SEWA (Self-Employed Women's Association):**
  - **Website:** [www.sewa.org](http://www.sewa.org)
  - *Look for:* Annual reports, publications, and case studies detailing SEWA Bank's model and its impact on women's empowerment and livelihoods in Gujarat.
2. **MYRADA:**
  - **Website:** [myrada.org](http://myrada.org)
  - *Look for:* Publications, reports, and case studies on their group-based approaches to poverty reduction and rural development, particularly their work with SHGs.
3. **Grameen Bank (Bangladesh):**
  - **Website:** [www.grameenbank.org](http://www.grameenbank.org)