

Curriculum Framework

Master of Business Administration (Rural Management)

**As per NEP 2020 and Learning Outcomes-based National Curriculum Framework
(Aligned with NCrF and NHEQF)**

Effective From Academic Year 2026-2027



GUJARAT VIDYAPITH: AHMEDABAD

Curriculum Framework of Master of Business Administration (Rural Management)

Published by:

Dr. Himanshu Patel

Registrar

Gujarat Vidyapith

Near Income Tax Office, Ashram Road, Ahmedabad - 380009.

From the Desk of Vice Chancellor...



Dear All,

Any curriculum, at any level, must be firmly grounded in the objectives and goals that an educator or an educational institution aspires to achieve for its students. A course that trains students to solve mathematical equations must be very different from one that teaches them how to play a musical instrument, practice yoga, or conduct social research. Each subject requires its own methods, activities, and learning goals, which is why curriculum design is so important.

Therefore, curriculum is of utmost importance, as it determines how teachers and students will spend their time—in laboratories, in clinical practice, in creative endeavors, or in interactive lectures. It also reflects what a class, a department, a school, or an institution values; what it defines as its mission; and what it expects its graduates to accomplish. In this sense, the curriculum is the map that guides the essentials of learning from the classroom level to the institutional level.

The true success of any curriculum must be judged by its ability to achieve its intended objectives. It is a test of how well an institution—or an individual teacher—understands and articulates those objectives, and how effectively a pathway is created for students to attain success as defined by them. Curriculum is, in fact, a continuous chain of activities designed to translate broad educational goals into concrete practices, learning materials, and observable changes in behavior. A lesson plan, for instance, is curriculum at the classroom level, answering the critical questions: *What do I want my students to know? How can I engage them meaningfully? How will I measure what they have learned?*

For a society to achieve its educational aspirations, the curriculum must be both functional and relevant to its needs. Through careful management of curriculum, effective use of resources, and policies that bring systemic improvements, education can move society toward a more promising future. Indeed, curriculum is the very foundation of any academic institution—without it, the institution would lose its purpose and direction.

At Gujarat Vidyapith, established by Mahatma Gandhi in 1920 with its rich cultural and educational heritage, we remain committed to these ideals and we work with well-defined objectives to prepare our students for a brighter academic and social future.

It gives me immense pride and joy to announce the unveiling of the latest curriculum of Gujarat Vidyapith. This curriculum has been carefully designed in alignment with the objectives and guiding principles of the National Education Policy (NEP) 2020. I take this opportunity to place on record my deep appreciation for the efforts of the teaching faculty of Gujarat Vidyapith, the Members of the Board of Studies, and the Members of the Academic Council. Their dedication and vision have given shape to this comprehensive neo-curriculum, which will guide our students and our institution toward continued excellence.

With best wishes,

Dr. Harshad Patel
Vice Chancellor
Gujarat Vidyapith

Curriculum Framework

Master of Business Administration (Rural Management)

Effective From Academic Year 2026-2027

**Department of Management
Faculty of Management & Commerce
Gujarat Vidyapith**

Board of Studies

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Dr. Rajiv Patel

Professor & Dean, Faculty of Management, Gujarat Vidyapith, Ahmedabad.

External Experts:

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Professor & Director, B. K. School of Business Management, Gujarat University, Ahmedabad.

2) Dr. Uday Bhan Singh

Assistant Professor, Deen Dayal Upadhyay Gorakhpur University, Gorakhpur.

Members from the Department:

1) Dr. Lokesh Jain

Professor, Faculty of Management, Gujarat Vidyapith, Ahmedabad.

2) Dr. Satish Patel

Associate Professor, Faculty of Management, Gujarat Vidyapith, Ahmedabad.

3) Dr. Shetal Barodia

Associate Professor, Faculty of Management, Gujarat Vidyapith, Ahmedabad.

4) Dr. Amisha Shah

Assistant Professor, Faculty of Management, Gujarat Vidyapith, Ahmedabad.

Curriculum Framework- Master of Business Administration (Rural Management) - 2026

PROGRAMME STRUCTURE							
Course Code	Course Name	Hours			Credit	Evaluations	
		Theory	Practical	Total		CCE	TEE
SEMESTER-1							
256010356001	Principles and Process of Management	45	0	45	3	40	60
256010356002	Human Resource Management	45	0	45	3	40	60
256010356003	Marketing Management	45	0	45	3	40	60
256010356004	Accounting for Managers	45	0	45	3	40	60
256010356005	Managerial Applications of ICT	30	30	60	3	40	60
256010356006	Rural Development Management	45	0	45	3	40	60
256010256007	Computerized Accounting System	15	30	45	2	40	60
Total		270	60	330	20	280	420
SEMESTER-2							
256010256008	Management of Rural Institutions	30	0	30	2	40	60
256010256009	Entrepreneurship Management	30	0	30	2	40	60
256010356010	Financial Management	45	0	45	3	40	60
256010356011	Managerial Economics	45	0	45	3	40	60
256010356012	Research Methodology	45	0	45	3	40	60
256010356013	Information System for Management	30	30	60	3	40	60
256010256014	Rural Study	0	90	90	2	40	60
256010256015	Business Communication	30	0	30	2	40	60
Total		255	120	375	20	320	480
SEMESTER-3							
256510256516	Fields of Rural Development Management	30	0	30	2	40	60
256510356017	Statistics in Research	45	0	45	3	40	60
266510356034	Production Management	45	0	45	3	40	60
266510356035	NGO Management – Core Elective	45	0	45	3	40	60
266510356036	Cooperative Management – Core Elective	45	0	45	3	40	60
256510356020	Technology-Driven Management	30	30	60	3	40	60
256510456021	Research Work	15	135	150	4	40	60
256510256522	Data Analytics	15	30	45	2	40	60
Total		225	195	420	20	280	420
SEMESTER-4							
256511056023	Institutional Management Internship	0	450	450	10	40	60
256510256524	Project Proposal	30	0	30	2	40	60
256510256525	Water Resource Management -Elective	60 (15*4)	120 (30*4)	180 (45*4)	8 (2*4)	40	60
256510256526	Forest Management -Elective						
256510256527	Consumer Protection and Awareness-Elective						
256510256528	Community Education -Elective						
256510256529	Agri-Business Management -Elective						
256510256530	Participatory Rural Appraisal -Elective						
266520256038	Corporate Social Responsibility-El. Mooc						
256510256532	Micro Finance -Elective						
266520256037	Community Engagement and Social Responsibility -El. Mooc						
Total		90	570	660	20	240	360
GRAND TOTAL		840	945	1785	80	1120	1680

*CCE- Continuous Comprehensive Evaluation; **TEE- Term End Evaluation

Types of Courses	Credits -MBA				
	Sem-1	Sem-2	Sem-3	Sem-4	Total
Core Courses	18	16	14	0	48
Field and Research	0	2	4	0	06
Professional Competency	2	2	2	2	08
Development Elective Modules	0	0	0	8	08
Institutional Managerial Internship	0	0	0	10	10
Total Credits of Programme	20	20	20	20	80

Collaborating Organisations

- Adani Foundation
- Aga Khan Rural Support Programme
- Akhand Jyot Foundation, Ahmedabad
- AMUL, Gujarat Cooperative Milk Market Federation, Anand
- Arid Communities and Technologies, Bhuj, Kutch
- AU Small Finance Bank
- Bandhan Bank
- Bharat Krushicare Private Limited, Ahmedabad
- CADAgro, Cadila Pharmaceuticals Agro Unit
- Captain Polyplast Ltd., Rajkot
- Centre for Environment Education (CEE)
- Consumer Education and Research Centre (CERC), Ahmedabad
- Deepak Charitable Trust
- Development Support Centre, Ahmedabad
- District Rural Development Agency
- Emergency Management and Research Institute
- Forest Department, Govt of Gujarat
- Gopal Snacks Pvt. Ltd
- Gramsewa Trust
- Gujarat Ecology Commission
- Gujarat Narmada Valley Fertilizers & Chemicals
- Gujarat State Disaster Management Authority
- HDFC Bank
- Indian Farmers Fertiliser Cooperative Limited
- Indian Red Cross Society
- Indian Renal Foundation
- Industrial Credit and Investment Corporation of India
- Integrated Child Development Services
- International Centre for Entrepreneurship and Career Development
- Iscon Balaji Foods Pvt. Ltd.
- Jan Shikshan Sansthan
- Kaarigar Clinic
- Kataria (Maruti Suzuki)
- Kutch Navnirman Abhiyan
- Netafim Drip Irrigation
- Paragon Drip Irrigation
- Paragon Synthatic and Polimers Ltd.
- Pidilite Industries Limited
- Prakriti Foundation
- Saath Charitable Trust
- Self-Employed Women's Association
- Shroff Foundation
- Udgam Charitable Trust
- United Nations Development Programme
- Vidyabharti Sansthan
- Water and Sanitation Management Organization

Programme Outcomes (POs)

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

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

Programme Specific Outcomes (PSOs)

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

PSO-1	Sustainable Rural Development and Resource Management	Demonstrate sensitivity towards the sustainable use of natural resources and implement village development plans that integrate environmental, cultural, and socio-economic dimensions.
PSO-2	Rural Leadership, Institutions, and Human Capital Development	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	Technology, Research, and Entrepreneurship in Rural Contexts	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	≥ 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		CO-1	CO-2	CO-3	CO-4
	Target Level (%)		60	60	60	60

Program - M.B.A (Rural Management)		
Semester- 1		
Course Code 256010356001	Name of Course Principles and Process of Management	Compulsory
Credit: 03	Teaching Scheme: Theory (3) - Practical (0)	Teaching Hours: 45
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 control for enhancing organizational effectiveness (along with in rural development initiatives)	
Detailed Syllabus		
Unit-1. Introduction to Management		
1.1. Management - Meaning, Characteristics, and Principles		
1.2. Functions of Management and Importance		
1.3. Concepts of Management		
1.4. Merits, Role, Responsibilities, and Challenges of a Manager for Industry and Rural Development		
Unit-2. Planning and Decision Making		
2.1. Planning- Meaning, Characteristics, Process, Importance, and Types.		
2.2. Strategic Planning- Meaning, Characteristics, Process.		
2.3. Management by Objectives- Meaning, Characteristics, Process, and its Application in Rural Development.		
2.4. Decision Making- Meaning, Importance, Process, Types, and Methods.		
Unit-3. Organization, Direction, and Leadership		
3.1. Organization-Meaning, Characteristics, Importance, Types of Organizational Structure		
3.2. Centralization and Decentralization, Authority and Delegation of Authority, Span of Control		
3.3. Direction-Meaning, Characteristics, Importance, Principles and Methods, Main Factors of Directions (With reference to business units and rural areas)		
3.4. Leadership- Meaning, Characteristics, Style, Importance, (Characteristics of effective leadership for rural areas)		
Unit-4. Motivation, Coordination, Communication, and Controlling		
4.1. Motivation- Meaning, Process, Importance, Theories (Maslow, Herzberg, X & Y Theory)		
4.2. Coordination- Meaning, Importance, Process, and Methods.		
4.3. Communication- Meaning, Types, Process, Importance, Obstacles in Communication, and Factors of Effective Communication.		
4.4. Controlling- Meaning, Process, Importance, Methods, and Factors for Effective Controlling		

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
CO-1	1	3	3	2	3	3	3	2	1	3	2	1	2.25	2	---	2	2.00
CO-2	3	2	2	---	---	2	1	---	2	3	3	3	2.33	3	2	3	2.67
CO-3	3	2	---	3	1	1	2	3	3	1	3	3	2.27	3	3	---	3.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Ask & Know Technique, Group Discussion, Story Telling
CO-2 (Unit: 2)	• Lecture, Ask & Know Technique, Group Discussion, Assignment, presentation
CO-3 (Unit: 3)	• Lecture, Ask & Know, Technique, Gamification, Story Telling
CO-4 (Unit: 4)	• Lecture, presentation, Ask & Know Technique, Gamification, Story Telling

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	--
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Koontz & Weihrich (2020) –Essentials of Management: An International, Innovation and Leadership Perspective, (11th Edition) Publisher: McGraw-Hill Education India. Pages: 632. ISBN: 978-9353168148
- Peter F. Drucker (1954)- The Practice of Management, Harper & Row (now Harper Business)
- Peter F. Drucker (1999)- Management Challenges for the 21st Century, Harper Business (an imprint of HarperCollins Publishers)
- Sherlekar (2019)– Principles of Business Management, 3rd Edition, Publisher: Himalaya Publishing, Pages: 630, ISBN: 978-93-5097-642-5
- Sherlekar (2017)– Management: Value-Oriented Holistic Approach, 1st Edition, Publisher: Himalaya Publishing, Pages: 564, ISBN: 978-93-5097-075-1
- Terry & Franklin (2020) – Principles of Management, 8th edition, Vikas Publishing, New-Delhi ISBN: 9788125911639
- Chandan J.S (2021)- Management, S. Chand & Sons, New Delhi. Pages: 560 13th edition
- Jain Lokesh (2014)- Vyavsthapan na Siddhanto ane Vyavhar (Gujarati), Gujarat Vidyapith, Ahmedabad.

Online Resources & Tools

- SWAYAM / NPTEL ICT Courses
<https://swayam.gov.in>

Reference Person

- Prof. Anil K. Gupta (Ex-Professor, IIM, Ahmedabad)
- Prof. Himansu Rai (Director-IIM, Indore)

Program - M.B.A (Rural Management)		
Semester- 1		
Code 256010356002	Name of Course Human Resource Management	Compulsory
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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	
Detailed Syllabus		
Unit: 1 Human Resource Management		
1.1. Human Resource Management: Meaning, Definition, Evolution, Need, Scope, and Functions		
1.2. Skills and Responsibilities of Human Resource Manager		
1.3. Challenges of Human Resource Management in Industry and Rural Sectors		
1.4. Changing Role of Human Resource Manager in the Current Scenario		
Unit: 2 Human Resource Planning, Accounting, and Audit		
2.1. Human Resource Planning: Meaning, Importance, Process, and Factors Affecting Human Resources		
2.2. Job Analysis and Job Description, Job Specification: Meaning, Definition		
2.3. Human Resource Accounting: Meaning, Characteristics, Importance		
2.4. Human Resource Audit: Meaning, Characteristics, and Importance		
Unit: 3 Talent Management		
3.1. Recruitment: Meaning, Definition, Process, Internal and External Sources		
3.2. Selection: Meaning, Definition, Process		
3.3. Employee Engagement: Promotion, Demotion, Transfer, Separation		
3.4. Introduction to Digital Human Resource Management		
Unit: 4 Employee Training & Performance Appraisal		
4.1. Training: Meaning, Importance, And Types		
4.2. Relationship Between Training And Development,		
4.3. Performance Appraisal: Meaning, Definition, Concept		
4.4. Difference Between Job Evaluation And Performance Appraisal		

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
CO-1	1	1	3	1	3	---	2	2	1	1	3	3	1.91	2	3	---	2.50
CO-2	---	1	3	2	3	2	2	3	3	1	1	3	2.18	2	3	3	2.67
CO-3	3	---	3	2	1	3	2	---	3	2	2	3	2.40	2	1	2	1.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures, Group Discussion on HRM evolution, Role play on HR Manager roles
CO-2 (Unit: 2)	• Case Studies, Workshops on HR Planning tools and Job Analysis exercises
CO-3 (Unit: 3)	• Simulations, Mock Interviews, Digital HR tool demonstrations
CO-4 (Unit: 4)	• Training Design Projects, Appraisal Technique Role Plays, Job Evaluation Analysis

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	--
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	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

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- National HRD Network (NHRDN). (n.d.). Human capital management insights. Retrieved June 25, 2025, from <https://nhrdnmumbai.com>

Program - M.B.A (Rural Management)		
Semester- 1		
Code 256010356003	Name of Course Marketing Management	Compulsory
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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.		
Detailed Syllabus		
Unit: 1 Introduction to Marketing 1.1. Meaning and Nature of Marketing 1.2. Evolutionary Stages of Marketing Concept, and Core Concepts of Marketing 1.3. Marketing Function in Different Situations of Demand 1.4. Concept of Rural Marketing		
Unit: 2 Consumer Behavior and Market Segmentation 2.1. Understanding Consumer Behavior: Buying Decision Process 2.2. Factors Influencing Consumer Behavior 2.3. Consumer behavior survey 2.4. Market Segmentation: Bases and Benefits		
Unit: 3 Product and Pricing Decisions 3.1. Targeting Strategies: Mass Marketing, Differentiated Mar 3.2. Positioning and Branding Strategies 3.3. Branding, Packaging, and Labeling Strategies 3.4. Pricing Strategies		
Unit: 4 Promotion and Distribution Strategies 4.1. Promotion Mix: Advertising, Sales Promotion, Public Relations, Personal Selling 4.2. Distribution Channels and Supply Chain Management 4.3. Retailing and E-commerce Trends 4.4. Emerging Trends in 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
CO-1	3	1	---	1	3	2	3	2	1	3	---	3	2.20	2	---	3	2.50
CO-2	2	2	2	3	3	2	3	3	3	3	3	3	2.67	2	---	3	2.50
CO-3	---	1	---	2	3	2	1	---	3	1	3	2	2.00	2	1	---	1.50
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Group Discussion, Seminar
CO-2 (Unit: 2)	• Assignment, Case Study
CO-3 (Unit: 3)	• Role Play, Survey, Self Study, Field Visit
CO-4 (Unit: 4)	• Project, Hands-on Activity, Field work

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5		5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Rudani, R. B. (2021). Basics of Marketing Management. Sultan Chand & Sons.
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- INFLIBNET Centre. (n.d.). e-PG Pathshala. <https://epgp.inflibnet.ac.in/Home/Download>
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- 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=PLaAhQ2ofZZRBhZEC2Oqm-vg2iMeOo1V7J&si=BsmnIFvpdiKWb_dM
- https://youtube.com/playlist?list=PLim9gWjsjN-OANAg0C_oLXmksnA7QPS-w&si=eSVTBcTyDYQbQ9s3

Program - M.B.A (Rural Management)		
Semester- 1		
Code 256010356004	Name of Course Accounting for Managers	Compulsory
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
Course Outcomes (COs)		
After completing this course, students will be able to CO-1: Explain the fundamental concepts, characteristics, importance, and limitations of the financial accounting system. CO-2: Prepare and comprehend all key books of accounts, from the Journal to the Balance Sheet. CO-3: Utilize various costing concepts and management accounting techniques 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.		
Detailed Syllabus		
Unit: 1 Introduction of Financial Accounting System 1.1. Meaning and Characteristics of Financial Accounting System 1.2. Importance and Limitations 1.3. Accounting Principles and Conventions. 1.4. Accounting Equation (C+L=A)		
Unit: 2 Process of Financial Accounting 2.1. Journal and Subsidiary Books 2.2. Ledger Posting 2.3. Trial Balance 2.4. Final Accounts (Basic Practical Illustrations of Preparing Final Accounts with Adjustment Entries)		
Unit: 3 Cost Accounting 3.1. Meaning, Importance, and Limitations of Cost Accounting System 3.2. Classification of Cost and Its Elements 3.3. Methods of Costing 3.4. Components of Total Cost- Basic Practical Illustrations of Preparing Cost Sheet		
Unit: 4 Management Accounting and Emerging Trends in Accounting 4.1. Meaning, Importance, and Limitation of Cost Accounting System and Management Accounting System 4.2. Marginal Costing: Concept and Utility 4.3. Profit-Volume Ratio, Break-Even Analysis, Margin of Safety, Key Factors and Decision Making (Basic Practical Illustrations) 4.4. Human Resource Accounting, Inflation Accounting, Social Accounting, Environmental Accounting, Forensic Accounting, International Accounting, etc.		

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
CO-1	3	3	3	---	3	2	3	3	1	3	2	3	2.64	3	2	3	2.67
CO-2	---	---	2	3	1	2	1	2	---	3	3	2	2.11	3	2	3	2.67
CO-3	1	3	3	1	---	3	---	---	1	---	2	3	2.13	1	3	2	2.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Chalk & Talk / PPT Lecture, Step-by-step Demonstration, Accounting Lab Practice
CO-2 (Unit: 2)	• Interactive Lecture with Examples, Group Activity
CO-3 (Unit: 3)	• Problem Solving, Group Discussion, Quiz
CO-4 (Unit: 4)	• Presentation, Group Presentation, Assignments

Assessment Method

	COs	Marks	Exam Component		
			Class Test	MCQ	Assignment
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	3	2
	CO-2	10	5	3	2
	CO-3	10	5	3	2
	CO-4	10	5	3	2
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

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- Dhamija, S. (2024). Financial Accounting for Managers(3rd ed.). Noida: Pearson India. ISBN: 978-93-5306-189-0
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- Thappa, S. (2022). Accounting for Managers. New Delhi: Taxmann Publications. ISBN: 978-93-5622-270-0.

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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/watch?v=YwTWaW5uU2I>

Program - M.B.A (Rural Management)		
Semester- 1		
Code 256010356005	Name of Course Managerial Applications of ICT	Compulsory
Credit: 03	Teaching Scheme: Theory (30) - Practical (30)	Teaching Hours: 60
Course Outcomes (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.		
Detailed Syllabus		
Unit- 1 Concept of ICT 1.1 ICT: Definition, Scope, Devices, Characteristics, Function and Components. 1.1. Hardware: Input Devices and their functionality, Memory, Storage, Output and System Devices. 1.2. Software: System, Application, Operating system types and classification, User interface, Windows and Ubuntu Operating system components. 1.3. Communication: Term, Concept, system and types, Transmission and Modes, media/cable and signal, Multiplexer, Encoding. 1.4. Network: Concept, Advantages, Types, Topology, NIC, OSI Reference Model and Protocol, Connectivity Devices, Network Environment, Wireless network and Security		
Unit- 2 Office Automation Tools 2.1. Applications of Automation tools & Application of AI in office automations 2.2. Document: Report writing, formatting, templates for project reports 2.3. Spreadsheet: Data entry, Sort, Filter, formulas, functions, charts, conditional formatting, Pivot tables and data visualization. 2.4. Presentation: Slide design, presentation formats, various utility and infographics. 2.5. 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 & Filtering, Import Data. Simple Operation of Queries		
Unit- 3 Applications of Internet 3.1. Internet: History and uses, Internet connection, Internet Account, Various Internet Protocol, IP Address and Domain Name, World Wide Web, Browsing, URL, E-mail, FTP, Remote login. 3.2. Internet Services like Chat and IRC, Messenger on Internet, Blog, and social networking, iPhone, VOIP, Internet video, Collaborative computing, and Video conferencing. 3.3. Search Engine and Google Various Facilities and tool 3.4. 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		
Unit- 4 IT Security, Ethics & Legal Framework 4.1. Security, cybersecurity, data protection, Data Privacy and cyber laws. 4.2. Digital literacy, Ethical IT usage and issues. 4.3. Issues of digital frauds and phishing. 4.4. IT Act and its relevance to ICT deployments. 4.5. IT impact evaluation framework		
Lab Sessions & Practical List Module 1: Office Automation Tools ❖ Word Processing (MS Word / LibreOffice Writer)- Spreadsheet (MS Excel / LibreOffice Calc) - Presentation (MS PowerPoint / LibreOffice Impress) Module 2: Database Management (MS Access / LibreOffice Base / MySQL GUI tools) ❖ Database Operations Module 3: Internet & Web Applications ❖ Internet Tools- Basic HTML Coding		

Module 4: Cybersecurity & Digital Ethics

❖ IT Security Basics (Demo/Simulated Tools)

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
CO-1	---	1	3	3	---	2	3	3	3	2	2	3	2.50	2	1	3	2.00
CO-2	3	3	---	2	2	1	3	1	3	1	---	1	1.08	2	2	3	2.33
CO-3	---	3	2	3	1	---	---	---	2	3	3	2	1.08	3	2	1	2.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture with visuals, case study, quizzes
CO-2 (Unit: 2)	• Lecture, Lab demonstrations
CO-3 (Unit: 3)	• Lecture, Lab demonstrations, problem-solving tasks
CO-4 (Unit: 4)	• Lecture, Case discussion, debates

Assessment Method

	COs	Marks	Exam Component		
			Class Test/ MCQ	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	-	-	5
	CO-3	10	-	-	5
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Patel, S. (2022). Computer. Self & poti.com Publication.
- Patel, S. (2020). Computer Network. Self & poti.com Publication.
- Rajaraman, V. (2021). Fundamentals of Computers (6th ed.). PHI Learning.
- Turban, E., & Volonino, L. (2020). Information Technology for Management. Wiley.
- Willard, W. (2022). HTML: A Beginner's Guide. McGraw-Hill Education.

Online Resources & Tools

- Google Workspace Training
<https://workspace.google.com/learning-center>
- Microsoft Learn – Office & Excel
<https://learn.microsoft.com>
- W3Schools – HTML & Web Development
<https://www.w3schools.com>
- NDL India (National Digital Library)
<https://ndl.iitkgp.ac.in>
- SWAYAM / NPTEL ICT Courses
<https://swayam.gov.in>
- Cyber Hygiene Portal (CERT-IN)
<https://www.cyberhygiene.in>
- https://www.youtube.com/results?search_query=accounting+for+managers+mba
<https://www.youtube.com/watch?v=YwTWaW5uU2I>

Program - M.B.A (Rural Management)		
Semester- 1		
Code 256010356006	Name of Course Rural Development Management	Compulsory
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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.		
Detailed Syllabus		
Unit-1 Characteristics of Rural Society 1.1. Definition and Characteristics of Rural. 1.2. Rural Economy- Agriculture and Rural Industries, Rural Poverty 1.3. Challenges: Migration, Climate Change Impacts, and Access to Resources.		
Unit-2 Concept and Scope of Rural Development 2.1. Definitions and Evolution of Rural Development. 2.2. Importance of Rural Development in National Development. 2.3. Rural-Urban Linkages and Disparities.		
Unit-3 Theories and Approaches to Rural Development 3.1. Sustainable Development Goal. (SDG) 3.2. Mission Life. 3.3. Gandhian Model of Rural Development and its Relevance.		
Unit-4 Historical Evolution of Rural Development in India 4.1. Pre-independence Initiatives (e.g., Sriniketan, Marthandam). 4.2. Post-Independence Programs (e.g., Community Development Programme, Integrated Rural Development Programme). 4.3. Role of Planning Commission and NITI Ayog in 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
CO-1	2	2	2	2	2	1	3	1	3	3	3	2	2.17	---	2	2	2.00
CO-2	3	2	2	3	3	1	2	1	2	1	1	3	2.00	1	2	1	1.33
CO-3	3	2	2	3	1	1	---	2	2	1	3	3	2.09	3	3	3	3.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Group Discussion
CO-2 (Unit: 2)	• Lecture, Assignment
CO-3 (Unit: 3)	• Lecture, Presentation
CO-4 (Unit: 4)	• Lecture, Presentation, Assignment

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

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- ગાંધી, મહાત્મા. (1963). ગ્રામ સ્વરાજ. નવજીવન પ્રકાશન.
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- શાહ, એ.જી. અને દવે, જે.કે. (2019). ભારતની સામાજિક સંસ્થાઓ. અનડા પ્રકાશન, અમદાવાદ.
- શાહ, ડૉ. દિલીપ. (2012). ભારતીય ગ્રામઅર્થતંત્ર વિકાસના પરિપ્રેક્ષ્યમાં. યુનિ. ગ્રંથનિર્માણ બોર્ડ, અમદાવાદ.
- શર્મા, ડૉ. મહેશ ચંદ્ર. (2015). ટિકાઝ વિકાસ ઓફ ગાંધી વિચાર. ગાંધી શાંતિ પ્રતિષ્ઠાન, નઈ દિલ્લી.
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- Journal of Rural Development (Published by NIRD&PR, India): <https://nirdprojms.in/>
- MANAGE (National Institute of Agricultural Extension Management): <https://www.manage.gov.in/>
- Google Scholar: scholar.google.com
- ResearchGate / Academia.edu: www.researchgate.net, www.academia.edu
- International Journal of Rural Development and Management Studies Website: <http://www.serialspublications.in/journals/journal-detail.php?jid=275>
- e-Gyanagar, Odisha State Open University (OSOU) - Rural Management Website: <https://egyaganagar.osou.ac.in/sub-slm-rm.html>
- Shodhganga (Indian ETD Repository) Website: <https://shodhganga.inflibnet.ac.in/>

Program - M.B.A (Rural Management)		
Semester- 1		
Code 256010256007	Name of Course Computerized Accounting System	Compulsory
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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.		
Detailed Syllabus		
Unit-1 Basic Concepts of Accounting and Introduction to Computerized Accounting System 1.1. Introduction to Accounting and Explanation of Accounting Terms 1.2. Types of Accounts -Rules of Debit and Credit 1.3. Concepts of Journal, Subsidiary Books, Ledgers and Ledger-Posting 1.4. Concepts of Trial Balance and Final Accounts 1.5. Computerized Accounting System- Meaning and Significance - Company Information: Select Company, Shut Company, Create Company - Alter, Backup, Restore 1.6. Creating, Displaying and Altering Account Information - Single and Multiple Groups, Single Ledger and Multiple Ledgers, Voucher types 1.7. Creating, Displaying and Altering Inventory Information - Stock Groups, Stock Items, Units of Measure		
Unit-2 Recording Transactions (Accounts Only) 2.1. Understanding Default Vouchers: Contra, Payment, Receipt, Sale, Purchase, Journal, Debit note, Credit note. 2.2. Recording Transactions and Voucher Entries 2.3. Altering and Deleting Transactions 2.4. Practical Examples and Practice		
Unit-3 Recording Transactions (Accounts with Inventory) 3.1. Voucher Entries with Inventory: Accounting Invoice & Item Invoice 3.2. Meaning of Stock Journal and Manufacturing Journal 3.3. Display and Printing Reports 3.4. Practical Examples and Practice		
Unit-4 Goods and Services Tax (GST) 4.1. Understanding SGST, CGST & IGST 4.2. Activating GST; Setting Up GST Rates; and Creating GST Masters 4.3. Accounting Entries with GST (Local and Interstate) 4.4. Practical Examples and 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
CO-1	---	2	---	3	3	2	2	2	2	3	3	2	2.40	3	3	2	2.67
CO-2	3	3	3	1	2	3	1	3	3	3	3	---	2.55	2	2	2	2.00
CO-3	3	3	3	3	3	2	2	---	3	2	3	3	2.73	1	2	3	2.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Concept Lecture & Discussion, Demonstration, Hands-on Lab Practice
CO-2 (Unit: 2)	• Hands-on Lab Practice, Group Project, Assignment
CO-3 (Unit: 3)	• Hands-on Lab Practice, Group Project, Assignment
CO-4 (Unit: 4)	• Hands-on Lab Practice, Quiz/MCQ

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	-
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	5	-
	CO-3	10	5	5	-
	CO-4	10	5	5	-
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

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Books:

- Patel, K. (2017). *Tally.ERP 9 with GST* (Gujarati ed.). Ahmedabad, India: Computer World Publication. ASIN B0758C5LCT
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- Tally Education Pvt. Ltd. (2018). *Official guide to financial accounting using Tally.ERP 9 with GST* (4th rev. ed.). New Delhi, India: BPB Publications. ISBN 978-9387284036
- Singh, S., & Mehra, N. (2014). *Tally ERP 9 (Power of simplicity): Software for business and accounts* (Abridged ed.). Mumbai, India: V & S Publishers. ISBN 978-9350571316

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- <https://youtu.be/DPK9ZyGBckM?si=D6jgOWH0tGeEuVxY>
- <https://youtu.be/LzDwty94XUg?si=-5Y6gahbpnuyAJwJ>
- <https://youtu.be/lotS-WNvsb0?si=botNe2JKtyXBDIKW>
- <https://youtu.be/RmYhKRtG8JY?si=jX3fH9UsoNajRhTD>

Program - M.B.A (Rural Management)		
Semester- 2		
Code 256010256008	Name of Course Management of Rural Institutions	Compulsory
Credit: 02	Teaching Scheme: Theory (30) - Practical (0)	Teaching Hours: 30
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.	
Detailed Syllabus		
Unit-1 Introduction to Rural Institutions		
1.1. Concept And Importance of Rural Institutions 1.2. Types Of Rural Institutions: Traditional and Modern 1.3. Role In Rural Development and Social Change		
Unit-2 Panchayati Raj Institutions (PRIs) And Local Governance		
2.1. Historical Background of PRIs 2.2. Structure: Gram Sabha, Gram Panchayat, Panchayat Samiti, Zila Parishad 2.3. Powers, Functions, And Responsibilities		
Unit-3 Rural Health and Educational Institution		
3.1. Current Situations of Rural Health in India 3.2. Role And Challenges in the Field of Rural Health 3.3. Current Situations of Rural Education in India 3.4. Role And Challenges in the Field of Rural Education		
Unit-4 Role of SHGs in Rural Development		
4.1. Self-Help Groups (SHGs): Formation, Function, And Empowerment 4.2. Microfinance And Rural Credit Systems 4.3. Case Studies of Successful SHG		

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
CO-1	2	3	1	3	---	3	2	1	3	3	3	2	2.36	3	1	2	2.00
CO-2	3	3	2	3	1	3	2	2	3	---	2	---	2.40	1	2	3	2.00
CO-3	1	---	3	3	3	3	2	1	1	1	3	1	2.00	2	3	3	2.67
CO-4	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
CO-1 (Unit: 1)	• Lecture, Field Visit
CO-2 (Unit: 2)	• Lecture, Assignment, Group Discussion
CO-3 (Unit: 3)	• Lecture, Presentation, Group Discussion
CO-4 (Unit: 4)	• Lecture, Group Discussion, Field Visit, Presentation

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Albrecht, D. E. (2020). Building a Resilient Twenty-First-Century Economy for Rural America. Utah State University Press.
- Faguet, J.-P., & Pal, S. (Eds.). (2023). Decentralized Governance: Crafting Effective Democracies Around the World. LSE Press.
- NABARD. (Latest Edition). A Handbook on SHG - Bank Linkage. NABARD.
- Rajasekhar, D. (Ed.). (2022). Handbook of Decentralized Governance and Development in India. Routledge India.
- NIRD,. (Latest Edition). Panchayati Raj and Decentralized Planning.

Online Resouces

- Journal of Rural Development (Published by NIRD&PR, India): <https://nirdprojms.in/>
- MANAGE (National Institute of Agricultural Extension Management): <https://www.manage.gov.in/>
- Google Scholar: scholar.google.com
- ResearchGate / Academia.edu: www.researchgate.net, www.academia.edu
- International Journal of Rural Development and Management Studies Website: <http://www.serialspublications.in/journals/journal-detail.php?jid=275>
- e-Gyanagar, Odisha State Open University (OSOU) - Rural Management Website: <https://egyanagar.osou.ac.in/sub-slm-rm.html>
- Shodhganga (Indian ETD Repository) Website: <https://shodhganga.inflibnet.ac.in/>
- Government websites

Program - M.B.A (Rural Management)		
Semester- 2		
Code 256010256009	Name of Course Entrepreneurship Management	Compulsory
Credit: 02	Teaching Scheme: Theory (30) - Practical (0)	Teaching Hours: 30
Course Outcomes (COs)		
After completing this course, students will be able to CO-1: Understand the concepts, characteristics, types, and importance of entrepreneurship management. CO-2: Aware about the opportunities, challenges and business strategies of entrepreneurship in Rural Area CO-3: Knowledge about the government and non-government support in promoting entrepreneurship. CO-4: Apply knowledge of entrepreneurship management for development of a business plan as small and MSME unit		
Detailed Syllabus		
Unit-1 Entrepreneurship Management 1.1. Entrepreneurship Management- Meaning, Characteristics, Process and Importance. 1.2. Types of Entrepreneurships 1.3. Present Situation of Entrepreneurship: opportunities and Challenges in Rural Area 1.4. Demand Forecasting & Market Survey Techniques.		
Unit-2: Idea Generation: Concept and Practice 2.1. Shark Tank Story telling presentation 2.2. Market Survey for idea generation & Grass root innovation 2.3. Risk Analysis & Risk Management 2.4. Discussion on finalize the Idea and development of product		
Unit-3 Government Schemes in promoting the entrepreneurship 3.1. Government Schemes- Scheme and benefit criteria 3.2. Agencies for Technical and Financial Support 3.3. Trademark and patent registration 3.4. Licensing process		
Unit-4 Development of Business Plan 4.1. Case Study a business unit. 4.2. Process the data and information and Presentation of Study visit 4.3. Formulation of Business Plan (Small and MSME in Rural and Agriculture allied sector) 4.4. Management of an Enterprises		

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
CO-1	1	---	3	---	1	1	3	3	1	1	1	3	1.80	2	3	2	2.33
CO-2	---	3	2	3	2	1	3	1	1	1	1	1	1.67	1	2	2	1.67
CO-3	1	1	3	3	1	2	1	2	1	1	2	3	1.75	2	1	1	1.33
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, storytelling, Ask and know technique
CO-2 (Unit: 2)	• Lecture, Shark tank – analysis and presentation in team
CO-3 (Unit: 3)	• Lecture, experience sharing by institution, Group discussion
CO-4 (Unit: 4)	• Lecture, Ask and know technique, experience sharing of rural units by the students

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	--
	CO-2	10	5	--	5
	CO-3	10	5	5	--
	CO-4	10	5	--	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Desai, V. (2021). Entrepreneurship Development and Management (Rev. ed.). Himalaya Publishing House. ISBN: 9789352027900
- Gupta, C. B., & Khanka, S. S. (2022). Entrepreneurship and Small Business Management (13th ed.). Sultan Chand & Sons. ISBN: 9789387907230
- Khanka, S. S. (2022). Entrepreneurship Development. S. Chand & Company. ISBN: 9788121928464
- Singh, A., & Chauhan, S. (2021). Social Entrepreneurship and Sustainable Development. SAGE Publications India. ISBN: 9789353887558 (Paperback); 9789353887763 (eBook)
- Gupta, A. K. (2016). Grassroots Innovation: Minds on the Margin Are Not Marginal Minds. Penguin Books India. ISBN: 9780670087514

Online Resources & Tools

- Shodhganga (Indian ETD Repository) Website: <https://shodhganga.inflibnet.ac.in/>
- ResearchGate / Academia.edu Websites: www.researchgate.net, www.academia.edu
- 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

Suggested readings:

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

Program - M.B.A (Rural Management)		
Semester- 2		
Code 256010356010	Name of Course Financial Management	Compulsory
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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.	
Detailed Syllabus		
Unit-1 Introduction to Financial Management		
1.1. Meaning and Characteristics of Financial Management		
1.2. Objectives and Importance of Financial Management		
1.3. Scope of Financial Management		
1.4. Sources of Finance (Short Term and Long-Term Sources).		
Unit-2 Capital Structure and Leverage Analysis		
2.1. Meaning, Characteristics and Importance of Capital Structure		
2.2. Factors Determining Capital Structure; Types of Capital Structure and Concept of Trading on Equity		
2.3. Meaning and Significance of Leverage Analysis		
2.4. Types of Leverage: Operating Leverage, Financial Leverage and Combined Leverage (Basic Practical Illustrations).		
Unit-3 Short Term Investment Decisions: Working Capital Management		
3.1. Meaning, Concept and Characteristics of Working Capital		
3.2. Types of Working Capital		
3.3. Factors Determining Working Capital Requirement		
3.4. Components of Working Capital.		
Unit-4 Long Term Investment Decisions: Capital Budgeting		
4.1. Meaning, Characteristics and Significance of Capital Budgeting		
4.2. Factors Affecting Capital Investment Decisions		
4.3. Procedure of Preparing Capital Budget		
4.4. Methods of Capital Budgeting: Pay-Back Period Method, Average Rate of Return Method, Net Present Value Method, Profitability Index Method (Basic Practical Illustrations)		

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
CO-1	3	2	3	2	3	1	1	3	3	---	3	3	2.45	3	1	2	2.00
CO-2	1	3	---	2	3	2	2	1	3	3	2	3	0.83	3	---	2	2.50
CO-3	2	2	2	1	2	3	1	3	2	1	3	1	1.25	3	2	3	2.67
CO-4	---	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Interactive Lecture, Infographic Task, Quiz
CO-2 (Unit: 2)	• Problem Solving – Practical Demonstration,
CO-3 (Unit: 3)	• Group Discussion, Assignments
CO-4 (Unit: 4)	• Problem Solving, Group Projects

Assessment Method

	COs	Marks	Exam Component		
			Class Test	MCQ	Assignment
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	3	2
	CO-2	10	5	3	2
	CO-3	10	5	3	2
	CO-4	10	5	3	2
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	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.
- 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>
- Khan Academy. <https://www.khanacademy.org>
- YouTube Videos:
<https://youtu.be/l2xFDbnO4iA?si=d4S5FmnfqpxkoMHA>
https://youtu.be/jjV9zKAXfYA?si=DLbfH2cErbo_gfl0
<https://youtu.be/i0az1n2JXWE?si=N-E-cHZstWBwwVu>
<https://youtu.be/6CirWwz9GW8?si=xIqcTZZeOoT-BOHN>

Program – M.B.A (Rural Management)		
Semester- 2		
Code 256010356011	Name of Course Managerial Economics	Compulsory
Credit: 03	Teaching Scheme: Theory (45) – Practical (0)	Teaching Hours: 45
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).		
Detailed Syllabus		
Unit-1 Introduction To Managerial Economics 1.1. General Concept of Economics 1.2. Managerial Economics- Meaning, Characteristics, and Importance 1.3. Nature Of Managerial Economics: Is Managerial Economics Art or Science 1.4. Basic Concepts of Managerial Economics 1.5. Social Responsibility of Managerial Economics, Managerial Economics in Gandhian View and Its Present Relevance		
Unit-2 Demand Analysis and Elasticity of Demand & Supply Analysis 2.1. Demand- Meaning, Types and Factors Affecting the Demand 2.2. Law Of Demand and Exceptions. 2.3. Supply- Meaning, Factors Affecting the Supply, Law of Supply and Exceptions 2.4. Elasticity Of Demand and Methods 2.5. Elasticity Of Supply and Method		
Unit-3 Law of Return, Cost Analysis and Break-Even Point 3.1. Law Of Return- Concept and Cause for Applying the Law 3.2. Merits And Demerits of Scaling 3.3. Cost Analysis- Meaning and Various Types of Expenses 3.4. Understanding of Decisions about Major Expenses 3.5. Break-Even Point – General Concept		
Unit-4 Market Analysis: Competition, Monopoly, Price Determination and Price Discrimination 4.1. Competition- Meaning and Types 4.2. Monopoly- Meaning and Types 4.3. Price Determination- Meaning, Objectives and Principles 4.4. Practices of Price Determination 4.5. Provision Of Price Determination with Reference to Agriculture Commodities (MSP & APMC Concept) 4.6. Price Discrimination- Meaning and Characteristics		

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
CO-1	1	2	1	3	3	---	---	3	2	---	2	2	2.11	3	2	1	2.00
CO-2	2	3	3	1	3	3	3	2	1	---	3	1	2.27	1	2	2	1.67
CO-3	2	1	1	2	3	2	2	3	2	---	2	---	2.00	3	2	1	2.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Ask & Know Technique, Group Discussion,
CO-2 (Unit: 2)	• Lecture, Ask & Know Technique, Group Discussion, presentation
CO-3 (Unit: 3)	• Lecture, Ask & Know, Technique, Gamification, Assignment,
CO-4 (Unit: 4)	• Lecture, presentation, Ask & Know Technique, Group Discussion

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
			Term End Examination		
	CO-1	15			
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- 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)
- Desai, M. અર્થશાસ્ત્રના સિદ્ધાંતો (Arthshastra na Siddhanto), Navajivan Prakashan Mandir, Ahmedabad (Focus: Foundational principles of economics in simple Gujarati, focused on Gandhian and rural economic principles)
- 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)
- 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)
- 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)
- Jain Lokesh, Patel Rajiv and Bhoye 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 - M.B.A (Rural Management)		
Semester- 2		
Code 256010356012	Name of Course Research Methodology	Compulsory
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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.	
Detailed Syllabus		
Unit-1 Introduction to Research		
1.1. Meaning and Types of Research		
1.2. Significance of Research in Various Fields of Rural Development		
1.3. Steps of Research		
Unit-2 Research Problem and Objectives		
2.1. Review of Literature		
2.2. Selection of Research Problem		
2.3. Research Objectives, Hypothesis and Variables		
2.4. Research Design		
Unit-3 Population and Sample		
3.1. Meaning of Population and Sample		
3.2. Features and Requirement of Sample		
3.3. Various Methods of Sampling		
Unit-4 Data Collection and Report Writing		
4.1. Meaning and Types of Data: Primary and Secondary Data		
4.2. Methods of Primary Data Collection		
4.3. Research Report Writing: Meaning and Steps of Report Writing		
4.4. Structure of Research Report and Characteristics of Good Report Writing		

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
CO-1	3	2	2	1	2	3	3	3	2	3	2	---	2.36	---	---	2	2.00
CO-2	1	3	---	3	---	1	2	3	2	2	3	3	2.30	2	2	3	2.33
CO-3	3	3	3	2	1	2	2	---	1	1	2	3	2.09	2	1	3	2.00
CO-4	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	2.16

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Assignment
CO-2 (Unit: 2)	• Lecture, Group Discussion, Presentation
CO-3 (Unit: 3)	• Lecture, Assignment
CO-4 (Unit: 4)	• Lecture, Presentation

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- ઉચાટ, ડી. (latest edition). સંશોધન પદ્ધતિ.
- ગોસાઇ, પ્રા. દીપા ડી. તથા અન્ય. (latest edition). ધંધાકીય સંશોધન પદ્ધતિઓ. કુમારપ્રકાશન, અમદાવાદ.
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- પટેલ, ડો. આર. એસ. (latest edition). સંશોધનની પાયાની સંકલ્પનાઓ (સંશોધન હાથપોથી). જય પબ્લિકેશન, અમદાવાદ.
- રતાણી, ડો. રમેશચંદ્ર ઠા. (latest edition). પ્રયુક્ત આંકડાશાસ્ત્ર. યુનિવર્સિટી ગ્રંથનિર્માણ બોર્ડ, અમદાવાદ.
- શાહ, એ. જી. અને દવે, જે. કે. (latest edition). સંશોધન પદ્ધતિ. અનડાપ્રકાશન, અમદાવાદ.
- સિંહ, ડો. સુરેન્દ્ર. (latest edition). સામાજિક અનુસંધાન. ઉત્તર પ્રદેશ હિંદી ગ્રંથ એકાદમી, લખનઉ.
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- Kothari, C. R. (latest edition). *Research Methodology: Methods and Techniques*. New Age International (P) Ltd, New Delhi.
- Nakkiran, S., & Ramesh, G. (latest edition). *Research Methods in Rural Development*. Deep & Deep Publications.
- Thakur, D. (latest edition). *Research Methodology in Social Sciences*. Deep and Deep Publications, New Delhi.
- Trochim, W. (latest edition). *Research Methods* (Ed. 2). M. Biztantra, New Delhi.
- Young, P. V. (latest edition). *Scientific Social Surveys and Research*. Prentice Hall of India Ltd. 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.
- Khan Academy. (n.d.). Accounting and financial statements. <https://www.khanacademy.org/economics-finance-domain/core-finance/accounting-and-financial-stateme>
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Program - M.B.A (Rural Management)		
Semester- 2		
Code 256010356013	Name of Course Information System for Management	Compulsory
Credit: 03	Teaching Scheme: Theory (30) - Practical (30)	Teaching Hours: 60
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.		
Detailed Syllabus		
Unit-1 System Analysis And Development 1.1. Information Concept, Classification, Element, Characteristics and Types, Attributes and Qualities of Information. 1.2. System Concepts, Role, Attributes, and Tasks of a System Analyst. 1.3. System Development Lifecycle Method (SDLC). 1.4. Software Development Model, Logic Representation Technique: Data Flow Diagrams- Data Dictionary. Structured Analysis Tools: Structured English- Decision Table- Decision Tree. 1.5. Input-Output-Form Design, Testing and Quality Assurance, Software-Hardware Selection, System Implementation and Maintenance, System Security and Audit.		
Unit-2 Information Management & System 2.1. MIS: Definitions, Benefits, Functions, Characteristics, Role, Components of Information System- Three Dimensions of IS. 2.2. 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. 2.3. Transaction-Level Systems: Transaction Processing System (TPS), Office Automation System (OAS). 2.4. Knowledge and Content Management Systems: Knowledge Management System (KMS), Content Management System (CMS). 2.5. Decision Support & Analytical Systems: Decision Support System (DSS), Business Intelligence System (BIS), Executive Support System (ESS). 2.6. Strategic and Enterprise-Level Systems: Strategic Information System (SIS), Enterprise Resources Planning (ERP), Enterprise Application Integration (EAI). 2.7. Customer and Supply Chain Systems: Customer Relationship Management (CRM), Supply Chain Management (SCM). 2.8. Business Process and Risk Management Systems: Business Process Reengineering (BPR), Business Continuity Planning (BCP)		
Unit-3 MIS Applications And Tools 3.1. Application of MIS in various sectors (Personal, Marketing, Finance, Production, Service, etc). 3.2. Case studies of Various Portal (Education, Health, Development, HR, etc). 3.3. ICT-based MIS Scheme in Government (MGNREGA, PM-Kisan, etc) 3.4. Data warehouse, Data Mining and Visualization tools. 3.5. Basics of GIS, GPS, and remote sensing, Spatial data collection, mapping, and interpretation, Use of GIS in planning		
Unit-4 Knowledge & Enhance Management 4.1. Knowledge Management: Types of Knowledge, Processes, Life Cycle, Challenges 4.2. Expert Systems: Definition and components, Applications in decision-making, Limitations and future scope 4.3. Artificial Intelligence (AI): Introduction, Role of AI, Business applications: Chatbots, predictive analytics, virtual assistants. 4.4. Data Science and Analytics: Overview, Data collection, cleaning, visualization, and interpretation, Use of tools, Real-world use cases. 4.5. Blockchain Technology: Basics, Components, Applications and Challenges.		
Lab Exercises: Data Flow Diagram (DFD) and Decision Tree using draw.io or Lucidchart Work with MS Excel / Looker Studio/ Google Sheets for: - Data visualization, dashboards - Pivot tables, charts, and conditional formatting		

- **Explore Government MIS portals:**
 - a. MGNREGA MIS, PM-Kisan portal, Digilocker, etc.
 - b. Record structure, interface usability, reporting tools
- **Introduction to Database Tools (MS Access/MySQL):**
 - a. Create a simple relational database
 - b. Perform SELECT queries, create forms and reports
- **Basic HTML-based MIS Form**
 - a. Simple form for data input in an MIS interface
- **Demonstration of GIS tools (Google Earth, QGIS):**
 - a. Basic spatial data mapping
- **Introductory use of AI/Chatbot tools**
 - a. Try tools like ChatGPT/Bard for business query simulation
- **Use of Data Mining Tools (e.g., SPSS, RapidMiner / Orange)**

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
CO-1	3	1	3	2	3	2	3	2	3	1	3	2	2.33	3	3	3	3.00
CO-2	1	2	3	3	3	2	1	2	3	---	2	1	2.09	1	2	3	2.00
CO-3	1	3	2	3	2	---	2	2	2	3	2	---	2.20	1	2	2	1.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures, Case-based discussions, Hands-on sessions, Problem solving
CO-2 (Unit: 2)	• Lectures, Video demonstrations, Group discussions, Debate
CO-3 (Unit: 3)	• Lectures, Case studies, Portal walkthroughs, GIS tool practice
CO-4 (Unit: 4)	• Flipped classroom, AI tool demonstrations, Analytics dashboard walkthroughs

Assessment Method

	COs	Marks	Exam Component			
			Class Test	Presentation	Practical	Assignment
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	-	5
	CO-2	10	-	5	5	-
	CO-3	10	-	5	5	-
	CO-4	10	5	-	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component			
	CO-1	15	Term End Examination			
	CO-2	15				
	CO-3	15				
	CO-4	15				

References

Text Books

- Patel, S. (2024). System Analysis and Design. Self & Pothi.com Publication.
- Rajaraman. (2020). Analysis and Design of Information Systems. Prentice Hall.
- Jawadekar, W.S. (2021). Management Information System. Tata McGraw-Hill.
- Murdick, R. G., Ross, J. E., & Claggett, J. R. (2022). Information Systems for Modern Management. PHI Learning.
- Turban, E., & Volonino, L. (2023). Management Information Systems: Managing the Digital Firm. 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 - M.B.A (Rural Management)		
Semester- 2		
Code 256010256014	Name of Course Rural Study	Compulsory
Credit: 02	Teaching Scheme: Experiential Learning (90)	Teaching Hours: 90
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 rural study reporting.		
Detailed Syllabus		
The Rural 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. For the purpose of rural 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. The Rural 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. The faculty closely interacts with students at all the stages of the Rural Study Segment. They participate with students during a portion of the rural 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 rural 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 rural study work, feedback from the village organisations, feedback from the faculty guides and individual interviews. The main objective of the rural 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.		

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
CO-1	2	3	---	3	2	3	2	3	3	2	1	3	2.45	2	2	1	1.67
CO-2	1	2	2	2	3	2	2	1	3	3	3	2	2.17	1	2	2	1.67
CO-3	3	1	1	1	3	2	1	---	3	---	2	1	1.80	1	1	---	1.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Case Study, Group Discussion
CO-2 (Unit: 2)	• Survey, Assignment
CO-3 (Unit: 3)	• Problem Solving , Field work
CO-4 (Unit: 4)	• Self-Study, Team-Teaching, Seminar

Assessment Method

	COs	Marks	Exam Component			
			Viva	Report	Presentation	Field
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	-	5	-	5
	CO-2	10	-	5	5	-
	CO-3	10	5	5	-	-
	CO-4	10	5	5	-	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component			
	CO-1	15	Term End Examination			
	CO-2	15				
	CO-3	15				
	CO-4	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
- National Institute of Rural Development & Panchayati Raj (NIRD&PR) Publications: www.nirdpr.org.in
- Govt websites:
www.rural.nic.in
www.nabard.org
www.data.gov.in
District Panchayat website
Census of India
Village Profiles- <http://censusindia.gov.in>

Program - M.B.A (Rural Management)		
Semester- 2		
Code 256010256015	Name of Course Business Communication	Compulsory
Credit: 02	Teaching Scheme: Theory (30) - Practical (0)	Teaching Hours: 30
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.	
Detailed Syllabus		
Unit-1 Basics of Communication		
1.1. Communication-Defining communication, Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance of Feed back		
1.2. Channels of communication, Types of communication, Dimensions of communication, Barriers to communication- Verbal, Non-Verbal, Formal, Informal communication		
1.3. 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		
Unit-2 Grammatical Fundamentals		
2.1. Parts of Speech: nouns, verbs, adjectives, adverbs, pronouns, prepositions, conjunctions, and interjections		
2.2. Tenses		
2.3. Types of Voices.		
Unit-3 Listening and Spoken Skills		
3.1. Audio and Video programmes for developing effective listening skills		
3.2. Conducting Presentation: Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary		
Unit-4 Fundamentals of Business Correspondence		
4.1. Format of Business Writings		
4.2. Types of Business letters: Inquiry Letters, Complaint letter Persuasive letter, Proposal, Report Writing		
4.3. Writing Resume, Application letter, E-correspondence, etc.		

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
CO-1	1	---	2	3	1	3	3	1	2	1	1	3	1.91	3	2	2	2.33
CO-2	1	3	3	1	1	3	---	2	3	3	3	3	2.36	2	3	3	2.67
CO-3	3	2	1	2	2	3	2	3	3	2	3	2	2.33	1	2	---	1.50
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture Method, Presentation Method, Demonstration Method Group Discussion Method, Self-Learning Method
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
	CO-1	10	5	5	
	CO-2	10	5		5
	CO-3	10	5	5	
	CO-4	10	5		5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Debasish, Sathya Swaroop, & Das, Bhagaban. (2009). *Business Communication*. PHI Private Limited, New Delhi.
- Gerloff, Edwin A., Wofford, Jerry C., & Cummins, Robert. (Latest Edition). *Organizational Communication: The keystone to managerial effectiveness*.
- Krishnamacharyulu, C.S.G., & Ramakrishnan, Lalitha. (Latest Edition). *Business Communication*. Himalaya Publishing House, Mumbai.
- Madhukar, R.K. (2012). *Business Communication*. Vikas Publishing House, New Delhi.
- Nawal, Mallika. (2012). *Business Communication*. Cengage Learning, New Delhi.
- Quintanilla, Kelly M., & Wahl, Shawn T. (2012). *Business and Professional Communication*. SAGE, New Delhi.
- Rama, Meenakshi. *Business Communication*. Oxford University Press, New Delhi.
- Turner, Paul. (Latest Edition). *Organizational Communication*. JAICO Publishing House, New Delhi

Program - M.B.A (Rural Management)		
Semester- 3		
Code 256510256016	Name of Subject Fields of Rural Development Management	Compulsory
Credit: 02	Teaching Scheme: Theory (30) - Practical (0)	Teaching Hours: 30
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.	
Detailed Syllabus		
Unit-1 Natural Farming Management		
1.1 Concept and Characteristics of Natural Farming, Major Components of Natural Farming, Status of Natural Farming in India, Importance of Natural Farming		
1.2 Current major problems and challenges in the Natural farming sector and solutions		
1.3 Government schemes for Natural farming, provisions for marketing of Natural produce		
Unit-2 Introduction to Village Industries		
2.1 Definition, characteristics, Historical background: Gandhian philosophy and Khadi movement and the role of village industries in sustainable rural development		
2.2 Types of village industries- Agro & Forest based, handicraft, and others traditional job base industries, food processing & renewable energy etc modern village industry		
2.3 Role of KVIC, DICs, NABARD, SIDBI in promotion of village industries		
Unit-3 Energy Management		
3.1 Energy Management- General concept, understanding of green technology, current situation, current trends in energy and technology sector and their impact		
3.2 Role of energy and technology management in rural development		
3.3 Government efforts, policies and plans in the field of energy and technology, their implementation status and corrective measures		
Unit-4 Disaster management		
4.1 General concept and characteristics of disaster and disaster management		
4.2 Major types and causes of disaster		
4.3 Major components of disaster management & Major organizations working in the field of disaster management		

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
CO-1	1	---	2	3	1	3	3	1	2	1	1	3	1.91	3	2	2	2.33
CO-2	1	3	3	1	1	3	---	2	3	3	3	3	2.36	2	3	3	2.67
CO-3	3	2	1	2	2	3	2	3	3	2	3	2	2.33	1	2	---	1.50
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Field Visit, Assignment
CO-2 (Unit: 2)	• Lecture, Field Visit, Presentation
CO-3 (Unit: 3)	• Lecture, Field Visit, Assignment
CO-4 (Unit: 4)	• Lecture, Presentation, Demonstration

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- N.I.R.D. : Rural Development in India Some Facets
- Vasant Desai : A Study of Rural Economy
- Nanavati & Anjalina : The Indian Rural Problems
- Sharma & Malhotra : Integrated Rural Development
- Misra & Sharma : Problems and Prospects of Rural Development
- Venkata Reddy K : Rural Development In India Poverty and Development
- Lakshman & Narayan : Rural Development in India.
- Subhash Palekar – The Philosophy of Spiritual Farming (Zero Budget Natural Farming)
- K. Vijayalakshmi & G. Venkatasubramanian – Organic and Natural Farming in India
- S.P. Palaniappan & K. Annadurai – Organic Farming: Theory and Practice
- M.K. Gandhi – Village Swaraj
- C. B. Smitha – Energy Management and Audit
- P. Balasubramanian – Energy Conservation and Management
- K.S. Sidhu – Renewable Energy Sources and Emerging Technologies
- Dr. Mrinalini Pandey – Disaster Management – A Global Challenge

Online Resources

- National Centre of Organic Farming (NCOF):<https://ncof.dacnet.nic.in>
- Zero Budget Natural Farming (APZBNF):<https://www.apzbnf.in>
- ICAR: <https://icar.org.in>
- Khadi and Village Industries Commission (KVIC):<https://kviconline.gov.in>
- NABARD: <https://www.nabard.org>
- Ministry of New and Renewable Energy (MNRE):<https://mnre.gov.in>
- Bureau of Energy Efficiency (BEE):<https://beeindia.gov.in>
- National Disaster Management Authority (NDMA):<https://ndma.gov.in>
- UNDRR (United Nations Disaster Risk Reduction):<https://www.undrr.org>

Program - M.B.A (Rural Management)		
Semester- 3		
Code 256510356017	Name of Subject Statistics in Research	Compulsory
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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.	
Detailed Syllabus		
Unit-1 Application of Statistics in Research		
1.1 Use of Statistics in Research		
1.2 Scale of Measurement of Data		
1.3 Classification of Data – Frequency Distribution		
1.4 Tabulation and Graphical Presentation of Data		
Unit-2 Descriptive Statistics		
2.1 Measures of Central Tendency: Mean, Median, and Mode Meaning, Significance, Computation and Interpretation		
2.2 Comparative use of different averages in research analysis.		
2.3 Measures of Dispersion: Range, Mean Deviation, Quartile Deviation, and Standard Deviation - Meaning, Significance, Computation, and Interpretation		
2.4 Applications in comparing datasets and assessing reliability		
Unit-3 Bi-Variate Analysis: Relationship and Inferences		
3.1 Correlation: Meaning, Objectives, and Utility in Research		
3.2 Types of correlation and Methods of finding the Coefficient of Correlation		
3.3 Regression: Meaning and Utility in Research		
3.4 Regression Line and Coefficient of Regression		
Unit-4 Hypothesis Testing and Interpretation		
4.1 Types of Hypotheses		
4.2 Process of Hypothesis Testing		
4.3 Use of Various Parametric and Non-Parametric Tests for Hypothesis Testing		
4.4 Computation of Statistical Measures by Computer Software and Interpretation		

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
CO-1	2	2	1	3	2	---	1	---	---	2	1	3	1.89	3	2	2	2.33
CO-2	1	3	3	3	---	3	---	1	---	1	3	3	2.33	1	2	1	1.33
CO-3	2	---	---	---	3	---	2	---	1	1	3	1	1.86	2	---	3	2.50
CO-4	---	---	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture and Discussion, Interactive Quiz and Graph Activities
CO-2 (Unit: 2)	• Demonstration and Problem Solving, Assignment
CO-3 (Unit: 3)	• Group Exercise, Demonstration and Problem Solving
CO-4 (Unit: 4)	• Quizzes & Assignments, Software based Learning

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	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.
- Shah, A. G., & Dave, J. K. (2016). Methods of social research. Ahmedabad, India: Anada Prakashan.
- ઉચાટ, ડી. એ. (2009). શિક્ષણ અને સામાજિક વિજ્ઞાનો માં સંશોધનનું પદ્ધતિશાસ્ત્ર, રાજકોટ
- પટેલ, આર. એસ. સંશોધનની પાયાની સંકલ્પનાઓ (સંશોધન હાથપોથી), જય પબ્લિકેશન, અમદાવાદ.
- રતાણી, ર.ઠા. પ્રયુક્ત આંકડાશાસ્ત્ર, યુનિવર્સિટી ગ્રંથ નિર્માણ બોર્ડ, અમદાવાદ.
- શાહ, એ.જી અને દવે, જે.કે. સંશોધન પદ્ધતિ : 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=khJFgtqEgoBX1w8S
 - https://youtube.com/playlist?list=PLqKl4Bn_g8jXwwuFx4jHBji8kn10YUr_S&si=Sf04iva8YH87mQsh
 - <https://youtu.be/sCDm-zwp7fw?si=5GTD4QnNz-QaU5cM>
 - https://youtu.be/R8j8LuKwd3s?si=t6vO3CcX_XzbvPpv

Program - M.B.A (Rural Management)		
Semester- 3		
Code 266510356034	Name of Subject Production Management	Core
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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.	
Detailed Syllabus		
Unit- 1 Concept of Production Management		
1.1 Production Management: Meaning, Characteristics, Importance and Nature of Production		
1.2 Production System as per Gandhian Thoughts and Sustainable Development		
1.3 Production Management and Innovation in Rural Area		
1.4 Relation of Production Department with Other Departments		
Unit- 2 Production Development System		
2.1 Demand Forecasting: Its Role in Production Management, Process and Methods		
2.2 Production Strategy: Meaning, Process and Importance		
2.3 Development of Product and Service: Meaning, Factors and Process		
2.4 General understanding of Six sigma, and supply-chain management		
Unit- 3 Operation Management		
3.1 Location selection- Importance, Factors and methods		
3.2 Layout- Importance, Factors and Nature or types		
3.3 Production Capacity Planning- Meaning and Strategy		
3.4 General understanding about the use of Linier Programming, Production Scheduling- PERT & CPM and Shift Management in Production Management		
Unit- 4 Inventory Management, Quality Control and the Study of Grass-root level Production Management System		
4.1 Inventory Management- Meaning, Importance and Methods		
4.2 Material Requirement Planning, Productivity, quality and Motivation		
4.3 Guideline for the study of Grass-root level Production Management System		
4.4 Presentation and discussion of the Study of Production unit of Rural Area		

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
CO-1	---	---	1	3	---	3	3	2	1	3	1	2	2.11	3	3	2	2.67
CO-2	2	3	2	1	2	1	3	3	1	2	1	3	2.00	1	3	2	2.00
CO-3	2	1	2	---	3	2	1	3	2	1	2	3	2.00	1	3	3	2.33
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Group Discussion, Assignment
CO-2 (Unit: 2)	• Lecture, Ask & Know Technique, Presentation
CO-3 (Unit: 3)	• Lecture, presentation and assignment
CO-4 (Unit: 4)	• Lecture, Case study presentation

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	
	CO-2	10	5		5
	CO-3	10	5	5	
	CO-4	10	5		5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- S. N. Chary (2023)- Production and Operations Management, 6th Edition, McGraw-Hill Education (includes case studies and sustainability)
- F. Robert Jacobs & Richard B. Chase(2022)- Operations and Supply Chain Management, 16th Edition, McGraw-Hill (Global perspective with tools like PERT, CPM, lean, and sustainability)
- K. Aswathappa & K. Shridhara Bhat(2022)- Production and Operations Management,2nd edition, Himalaya Publishing House, New Delhi (Indian-focused, includes service sector and rural examples)
- Anil K. Gupta (2021)- Grassroots Innovation: Minds on the Margin are Not Marginal Minds, Penguin Books India, (covers rural innovation, productivity, frugal engineering)
- Manuel Garza-Reyes et al. (2020)- Operations Management for Social Good, Springer (Focus on sustainable and inclusive operations)

Online Resources & Tools

- Organization: SRISTI & Honey Bee Network **Link:** <https://www.sristi.org>
- ILO & UNDP Resources on Sustainable Production Report: Sustainable Enterprises: Promoting Decent Work through Sustainable Business Models
- Indian Case Studies – IIM Ahmedabad Vikalpa Journal
- Journal: Vikalpa (IIMA Journal) **Link:** <https://journals.sagepub.com/home/vik> Contains Indian rural and operations management cases.
- UNESCAP – Inclusive and Sustainable Business Practices Toolkit: Sustainable Agricultural Value Chains **Link:** <https://www.unescap.org/resources/toolkit-inclusive-and-sustainable-agricultural-value-chains>
- Management Study Guide (MSG) Topic: Production and Operations Management **Link:** <https://www.managementstudyguide.com/production-and-operations-management.htm>

Program - M.B.A (Rural Management)		
Semester- 3		
Code 266510356035	Name of Subject NGO Management	Core- Elective
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
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.	
Detailed Syllabus		
Unit- 1 Understanding NGOs		
1.1 Definition and characteristics		
1.2 History, and evolution of NGOs (Pre-independence and post-Independence)		
1.3 Types of NGOs: Local, National, International; Voluntary, Community-based		
1.4 Roles in development: service delivery, advocacy, capacity building, rights-based approach		
Unit- 2 Formation of NGOs and Legal provisions		
2.1 As a trust Under the Societies Registration Act, 1860, Indian Trust Act, and Companies Act (Sec. 8)		
2.2 Income Tax Act, 1961 & Audit Provisions for Incorporated NGOs,		
2.3 Fund raising: individual donors, CSR, FCRA, Government schemes		
2.4 Formation of an NGOs		
Unit- 3 Human Resource Management and Project Management for NGOs		
3.1 NGOs Governance		
3.2 Issues of Human Resource Management in NGO sector		
3.3 Project Formulation: Feasibility Analysis		
3.4 Proposal writing: structure, budgeting, donor requirements		
3.5 Project monitoring		
Unit- 4 Contemporary Issues and Best Practices		
4.1 Challenges: funding constraints, political interference, burnout		
4.2 NGOs and Sustainable Development Goals (SDGs)		
4.3 Innovations: digital tools, participatory methods, grassroots models		
4.4 Networking, collaboration, and policy advocacy		
4.5 Case studies: SEWA, DSC, Unnati, Priya, Goonj, Barefoot College, PRADAN, Smile Foundation etc.		

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
CO-1	---	1	3	2	1	3	3	3	2	1	3	1	2.09	2	3	---	2.50
CO-2	3	1	3	3	3	3	2	2	1	2	3	1	2.25	2	1	3	2.00
CO-3	1	1	---	2	3	2	3	3	3	---	---	2	2.22	1	3	1	1.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, group discussion
CO-2 (Unit: 2)	• Lecture, Assignment
CO-3 (Unit: 3)	• Lecture and practice
CO-4 (Unit: 4)	• Lecture, visit and report writing

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	5	-
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	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, 4th edition, McGraw-Hill (covers- Practical and theory-backed project formulation, monitoring & evaluation)
7. Katar Singh & Archana Singh(2021)-Rural Development: Principles, Policies and Management, 5th 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 - M.B.A (Rural Management)		
Semester- 3		
Code 266510356036	Name of Subject Cooperative Management	Core- Elective
Credit: 03	Teaching Scheme: Theory (45) - Practical (0)	Teaching Hours: 45
Course Outcomes (COs)		
After completing this course, students will be able to		
CO1	Explain the principles, philosophy, and historical development of the cooperative movement in India.	
CO2	Interpret the Cooperative Societies Act, the Multi-State Cooperative Societies Act, and the role of regulatory bodies in cooperative management.	
CO3	Manage cooperative finance, banking operations, and risk assessment, while understanding the challenges of cooperative credit systems.	
CO4	Assess the impact of cooperatives on rural and agricultural development and their contribution to the Indian economy.	
Detailed Syllabus		
Unit- 1 Introduction to Cooperative Management		
1.1 Concept, Meaning, characteristics,		
1.2 Principles and Philosophy of Cooperation, Opportunities, Challenges and strategies for Cooperative Sector in India		
1.3 Role of Cooperatives in mission Viksit Bharat@2047		
1.4 Cooperative Policies 2025		
Unit- 2 History of Cooperation Movement and Cooperative Law		
2.1 History of Cooperative Movement in India		
2.2 Major Cooperative Law in pre independence era		
2.3 Major Cooperative law and amendments in post-independence era		
2.4 Major Cooperative Initiatives after formation of ministry of Cooperation		
Unit- 3 Cooperative Structure & Cooperative Institution		
3.1 Apex, National and State level Cooperative Federations and their working		
3.2 Visit of federation, prepare the report and presentation		
3.3 Grass root level Cooperative Societies- PACS, FPO and SHG, APMC and others		
3.4 Case Study of a cooperative institution at grass root level		
Unit- 4 Management of Cooperative Societies		
4.1 Formation of Cooperative Society		
4.2 Management of Cooperative Society		
4.3 Development of Business Plan for Cooperative Society		
4.4 Digitalization and Technological Innovations, Governance, Leadership, and Ethical Issues in Cooperatives		

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
CO-1	2	2	2	2	2	1	3	1	3	3	3	2	2.2	---	2	2	2
CO-2	3	2	2	3	3	1	2	1	2	1	1	3	2	1	2	1	1.33
CO-3	3	2	2	3	1	1	---	2	2	1	3	3	2.1	3	3	3	3
CO-4	2	2	-	3	3	2	2	2	3	2	3	1	2.3	3	1	1	1.67
Avg	2.50	2	2	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture with examples, tutorials problem-solving exercises
CO-2 (Unit: 2)	• Problem-based learning using practical scenarios and classroom exercises
CO-3 (Unit: 3)	• Classroom teaching with examples and lectures with illustrations
CO-4 (Unit: 4)	• Lectures with illustrations, group activities and discussions

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Quiz
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	-	5	5
	CO-4	10	5	-	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

- Cooperation: Principles, Problems, and Practice by T.N. Hajela, Ane Books Pvt. Ltd.
- Cooperative Management and Administration by S.S. Kulkarni, Himalaya Publishing House
- The Cooperative Movement in India by B.S. Mathur, Sahitya Bhawan Publications
- Management of Cooperative Enterprises by K.K. Taimni, National Cooperative Union of India
- Cooperative Banking and Financial Management, by V. Balu, Kalpaz Publications
- Cooperative Laws in India by R.D. Bedi, Deep & Deep Publications Pvt. Ltd.
- Cooperative Governance and Leadership, by V. K. Dubey, Regal Publications
- Rural Cooperatives in India by K.G. Karmakar, Sage Publications India.

Web-Resource

1. <https://www.cooperation.gov.in/>
2. <https://ncui.coop/>
3. <https://ica.coop/en>
4. <https://www.nabard.org/>
5. <https://www.iffco.in/en/corporate>
6. <https://amul.com/>

Program - M.B.A (Rural Management)		
Semester- 3		
Code 256510356020	Name of Subject Technology-Driven Management	Compulsory
Credit: 03	Teaching Scheme: Theory (30) - Practical (30)	Teaching Hours: 60
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.	
Detailed Syllabus		
Unit-1 Technology Management and Development		
1.1 Fundamentals of Technology: Definition and classification of technology; its transformative impact and vital importance in development		
1.2 Management of Technology (MOT): Overview of MOT as a discipline, integrating engineering, science, and management to achieve strategic goals		
1.3 Innovation Management: Concepts of innovation; managing the innovation lifecycle from idea generation to commercialization; types of innovation		
1.4 Technological Forecasting & Adoption: Methods for predicting technological trends; factors influencing technology adoption rates; strategies for successful technology diffusion		
1.5 Technological Strategy: Crafting technology strategies aligned with business objectives; make-or-buy decisions; intellectual property management		
1.6 Digital Technology in India: Specific case studies and challenges/opportunities of digital technology adoption, innovation, and policy in the Indian context (e.g., UPI, Aadhaar, Digital India initiatives).		
Unit-2 E-Governance System		
2.1 Introduction to E-Governance: Definition and evolution, Distinction between e-governance and e-government, Objectives (SMART), Drivers of e-governance adoption		
2.2 Models and Frameworks: Stages of e-governance maturity (e.g., information, interaction, transaction, transformation), E-governance interaction models: G2C (Government to Citizen), G2B (Government to Business), G2E (Government to Employee), G2G (Government to Government), Integrated service delivery models (e.g., "single window," common service centers), Frameworks for e-governance planning and implementation.		
2.3 Key Enablers and Technologies for E-Governance: IT Infrastructure for e-governance (networks, data centers, cloud computing), Digital identity and authentication (e.g., Aadhaar in India), Mobile governance (M-governance) and its potential, Open data initiatives and data-driven governance.		
2.4 Implementation Challenges and Critical Success Factors: Managerial challenges: Leadership, political will, change management, bureaucratic resistance., Technical challenges: Interoperability,		

data standards, cybersecurity, digital divide, social challenges: Digital literacy, citizen adoption, privacy concerns, trust, financial challenges: Funding, sustainability of projects, Case studies of successful and unsuccessful e-governance projects

- 2.5 Impact and Evaluation of E-Governance:** Impact on public service delivery, citizen engagement, and administrative efficiency, E-governance and anti-corruption efforts, Measuring e-governance success and ROI (Return on Investment), Ethical and legal considerations in e-governance (data privacy laws, digital rights), Future trends in e-governance globally and in India (e.g., GovTech, smart cities).

Unit-3 E-Commerce Applications

3.1 Introduction to E-commerce: Definition, evolution, and its role in the digital economy, Key differences, Benefits and challenges., E-commerce Models, Examples of successful e-commerce businesses.

3.2 E-commerce Operations and Management: Components of an e-commerce business model, Marketing in E-commerce: Digital marketing strategies, E-commerce Infrastructure: Overview of website/platform development, hosting, and scalability considerations., Payment Systems: Online payment gateways, digital wallets, mobile payments, security considerations.

3.3 E-commerce Security, Ethics & Legal Issues

Unit-4 Featured Technology

4.1 Green Computing

4.2 Mobile Technology and Applications

4.3 Robotics

4.4 3D Printing

4.5 Cloud Computing

4.6 Big Data Analytics

4.7 Internet of Things (IoT)

Lab component:

1. Managerial Analysis (Excel):
2. Website & E-commerce Platform Analysis:
3. Digital Payment Ecosystem Exploration:
4. E-Governance Portal Exploration:
5. Emerging Tech Mini-Exploration:
6. Application: Create a simple chart/dashboard from a provided dataset using a visualization tool.

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
CO-1	1	3	---	3	1	3	3	---	2	1	2	3	2.20	3	2	3	2.67
CO-2	---	2	2	1	3	---	2	2	3	1	2	3	2.10	1	2	2	1.67
CO-3	3	2	3	2	2	3	1	2	2	2	2	2	2.17	2	3	3	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lectures and discussions, Case studies, Assignment, Presentation
CO-2 (Unit: 2)	• Lectures, interactive discussions, Case studies, Video documentaries,
CO-3 (Unit: 3)	• Lectures and class discussions, Demonstrations, case studies
CO-4 (Unit: 4)	• Lectures, Assignment, Presentation

Assessment Method

	COs	Marks	Exam Component		
			Class Test	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	-	5
	CO-3	10	5	-	5
	CO-4	10	5	5	-
	COs	Marks	Exam Component		
Term-End Evaluation 60 Marks	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			
	COs	Marks			

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.
- Patel, S (2025), Technology Management by Satish Patel self-publication power by Pothi.com
- Schilling, **Melissa A.** (Latest Edition). *Strategic Management of Technological Innovation*. McGraw-Hill Education.

Online Resources & Tools

- NITI Aayog (Government of India): Reports on Digital India, AI strategy, emerging technologies, economic surveys. (Website: 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)
- 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 adoption and impact.

Program - M.B.A (Rural Management)		
Semester- 3		
Code 256510456021	Name of Subject Research Work	Compulsory
Credit: 04	Teaching Scheme: Theory (15) - Field (135)	Teaching Hours: 150
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.		
Detailed Syllabus		
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 is - To apply theoretical knowledge of rural management to real-life rural settings. - To understand rural socio-economic dynamics, constraints, and opportunities. - To learn statistical and qualitative methods for data collection, analysis, and interpretation. - To enable students to design, implement, and evaluate rural projects, policies, and interventions. - To foster innovation and entrepreneurship for rural upliftment.		
Research Areas: - Rural Development Programs: Evaluating the impact of governmental schemes. - Agribusiness and Value Chain Studies: Analysing supply chains, marketing, and rural entrepreneurship. - Rural Finance and Banking: Studying microcredit, rural banking, and self-help groups (SHG). - Technology in Rural Development: Impact of ICT and digital platforms for rural growth. - Rural Infrastructure and Services: Evaluating rural health, sanitation, transportation, and education. - Sustainability and Livelihood: Assessing sustainable agriculture, rural industries, climate resilience, etc. - Gender and Social Studies: Gender dynamics, role of women in rural enterprises.		
Framework: - Problem Identification: Selecting a rural management issue. - Literature Review: Studying existing literature for background and gaps. - Research Design: Choosing qualitative, quantitative, or mixed-method approaches. - Data Collection: Surveys, interviews, focus group discussions, field observations. - Data Analysis: Statistical tools (SPSS, Excel), qualitative coding methods. - Conclusions and Recommendations: Deriving actionable insights for rural planning and policy-making.		
Importance: - Builds capacity for evidence-based planning and policymaking. - Enables students to design effective rural development interventions. - Prepares students for careers in rural consultancy, NGOs, corporate social responsibility (CSR), rural finance, rural entrepreneurship, and rural development institutions. Outputs of Research: Research Project / Dissertation on rural management issues.		

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
CO-1	3	3	2	3	3	3	2	2	3	3	2	1	2.50	2	3	3	2.67
CO-2	1	2	3	1	---	3	2	2	2	1	1	1	1.73	3	2	3	2.67
CO-3	2	2	2	3	---	3	3	3	2	3	1	3	2.45	2	3	3	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lectures & Presentations, Group Discussions, Hands-On Sessions, survey, Field Work, One-on-
CO-2 (Unit: 2)	One Mentoring, Presentation, Questionnaires, Focus Group Discussions, Case Study, Report,
CO-3 (Unit: 3)	Analytics, Problem solving
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			Presentation	Report	-
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	5	-
	CO-3	10	5	5	-
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Singh, Katar. (Latest Edition). Rural Development: Principles, Policies and Management. Sage Publications.
- Desai, Vasant. (Latest Edition). Fundamentals of Rural Development. Rawat Publications.
- Chambers, Robert. (Various works, e.g., Rural Development: Putting the Last First).
- Drucker, Peter F. (Various works on Management, applied to rural context).
- Books on Microfinance, Financial Inclusion, Agribusiness Management, Social Entrepreneurship.
- Reports from NABARD, NITI Aayog, Ministry of Rural Development (Govt. of India), Planning Commission

Online References (Databases, Journals, Organizations, & Data Sources)

- Online resources are crucial for accessing the latest research, reports, and data. ResearchGate / Academia.edu
- SpringerLink: Offers millions of scientific documents from journals, books, series, protocols, and reference works.
- Google Scholar: A broad search engine for scholarly literature across disciplines, useful for initial literature

Key Institutions & Organizations (for Reports, Data, & Publications):

- Institute of Rural Management Anand (IRMA): Website: www.irma.ac.in
- National Bank for Agriculture and Rural Development (NABARD): Website: www.nabard.org
- National Institute of Rural Development and Panchayati Raj (NIRD&PR): Website: www.nirdpr.org.in
- Ministry of Rural Development, Government of India: Website: rural.nic.in
- NITI Aayog, Government of India: Website: www.niti.gov.in
- RBI (Reserve Bank of India) - Publications section: Website: www.rbi.org.in

Data Sources (for Quantitative Research):

- Census of India: censusindia.gov.in (for demographic, social, and economic data at village/district level).
- National Sample Survey Office (NSSO), Ministry of Statistics and Programme Implementation
- Agricultural Statistics at a Glance (Ministry of Agriculture & Farmers Welfare)
- CMIE (Centre for Monitoring Indian Economy) - Prowess/Economic Intelligence Service
- State-specific statistical handbooks/economic surveys: Issued by state government planning departments.

Program - M.B.A (Rural Management)		
Semester- 3		
Code 256510256022	Name of Subject Data Analytics	Compulsory
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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 data exploration, analysis, and interpretation relevant to rural management contexts.	
CO-3:	Learn to utilize Excel and SPSS for conducting statistical tests, trend analysis, and forecasting to support rural development decision-making and planning.	
CO-4:	Build competence in presenting data and analytical results through charts, graphs, and statistical reports for actionable insights in rural management practice.	
Detailed Syllabus		
Unit-1 Excel Techniques for Data Analysis		
1.1 Questionnaire Design, Variable: Data, Field and Record, Code sheet and coding		
1.2 Data Cleaning, Sorting, and Filtering Techniques in Excel		
1.3 Statistical Analysis Tools in Excel (Descriptive Statistics, t-Test, Correlation, Regression, ANOVA, Histogram, Rank and Percentile, Random Number Generation, Sampling)		
1.4 Creating Dashboards for rural data presentations and reports		
1.5 Case Studies of Excel Applications in rural project planning		
Unit-2 SPSS for Rural Management		
2.1 Importance and interface, Importing and Managing Rural Datasets in SPSS		
2.2 Descriptive Statistics in SPSS (Frequency, Cross-tabulation, Multiple response)		
2.3 Graphical Representation of rural data (Bar Graph, Pie Chart, Histogram)		
2.4 Hypothesis Testing in SPSS (t-test, Chi-square test)		
Unit-3 Advanced Techniques for Decision Making		
3.1 Parametric and non-parametric test		
3.2 Correlation and Regression Analysis		
3.3 Interpretation and Presentation of SPSS Results for rural development studies		
3.4 Case Studies of SPSS in rural management research		
Lab Component:		
• Final Project/Practical Exercise: Analysis of Research work data using Excel and SPSS		

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
CO-1	2	3	3	---	3	3	3	3	3	2	1	2	2.55	2	1	3	2.00
CO-2	1	3	3	---	3	3	3	1	2	---	2	2	2.30	2	1	3	2.00
CO-3	2	3	2	2	1	1	2	1	3	2	3	3	2.08	2	3	3	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	• Lecture, Demonstration, Practical, Case study, Problem solving, Assignment
CO-2 (Unit: 2)	• Lecture, Demonstration, Practical, Case study, Problem solving, Assignment
CO-3 (Unit: 3)	• Lecture, Demonstration, Practical, Case study, Problem solving, Assignment
CO-4 (Unit: 4)	• Lecture, Demonstration, Practical, Case study, Problem solving, Assignment

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
	COs	Marks	Exam Component		
Term-End Evaluation 60 Marks	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			
	COs	Marks			

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 self-publication power by Pothi.com*.

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
- 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 - M.B.A (Rural Management)		
Semester-4		
Code 256511056023	Name of Subject Institutional Managerial Internship	Compulsory
Credit: 10	Teaching Scheme: Theory (0) - Field (450)	Teaching Hours: 450
Course Outcomes (COs)		
After completing this course, students will be able to		
CO-1:	Apply Management Theories in Practice: 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:	Develop Professional Competencies: Demonstrate enhanced professional skills, including problem-solving, analytical thinking, effective communication (written and oral), teamwork, and adaptability, in a professional organizational environment.	
CO-3:	Understand Organizational Dynamics: 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:	Engage in Reflective Learning & Ethical Practice: 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.	
Detailed Syllabus		
The Institutional Managerial Internship (IMI) 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.		
Purpose and Objectives:		
1. 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. 2. 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. 3. 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. 4. Developing Managerial Competencies: It fosters critical managerial skills such as problem-solving, strategic thinking, project planning and execution, data collection and analysis, communication (including cross-cultural communication), negotiation, and team collaboration within a practical environment. 5. Cultivating Social Sensitivity and Ethics: 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. 6. Career Exploration and Networking: 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. 7. Contribution to Host Organization: Students contribute tangibly to the host organization by undertaking specific projects, research assignments, or operational tasks, adding value while gaining practical experience.		

Types of Host Organizations:

- Non-Governmental Organizations (NGOs) and Not-for-Profits: Working on community development, livelihoods, health, education, women's empowerment, sustainable agriculture, and environmental conservation projects.
- Rural Financial Institutions: Microfinance Institutions (MFIs), Regional Rural Banks (RRBs), Cooperative Banks.
- Agri-Business Companies: Firms involved in agricultural inputs (seeds, fertilizers), outputs (food processing, dairy, retail), supply chain management, and rural marketing.
- Government Development Agencies: Various departments or bodies involved in rural development schemes, livelihood missions, and social welfare programs.
- Cooperatives: Dairy cooperatives, agricultural cooperatives, consumer cooperatives.
- Corporate Social Responsibility (CSR) Divisions: CSR wings of large corporations engaged in rural development or community upliftment initiatives.
- Research and Consulting Firms: Specializing in rural development, impact assessment, or social sector consulting.

Outputs of Internship:

- **Project Report** on rural management issues.
- 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.

Mapping Matrix of POs, PSOs, and COs

COs	POs													PSOs			
	3	1	2	2	2	2	3	3	2	2	1	2	2.08	3	2	3	2.67
CO-1	3	1	3	3	3	3	---	---	2	3	3	1	2.50	2	---	3	2.50
CO-2	1	---	3	---	---	1	2	3	2	3	1	2	2.00	2	2	1	1.67
CO-3	3	---	2	3	1	3	2	1	3	2	3	3	2.36	3	3	3	3.00
CO-4	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
Avg	3	1	2	2	2	2	3	3	2	2	1	2	2.08	3	2	3	2.67

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Experiment, Self Study, Project, Group Discussion, Survey, Problem Solving, Team-Teaching, Field work, Seminar, Demonstration, Collaborative Teaching
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			Presentation	Report	-
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	5	-
	CO-2	10	5	5	-
	CO-3	10	5	5	-
	CO-4	10	5	5	-
	COs	Marks	Exam Component		
Term-End Evaluation 60 Marks	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			
	COs	Marks			

References

Online References (Databases, Journals, Organizations, & Data Sources)

- Online resources are crucial for accessing the latest research, reports, and data based on IMI.

Program - M.B.A (Rural Management)		
Semester- 4		
Code 256510256024	Name of Subject Project Proposal	Compulsory
Credit: 02	Teaching Scheme: Theory (30) - Practical (0)	Teaching Hours: 30
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.		
Detailed Syllabus		
Unit-1 Project Identification & Formulation		
1.1 Introduction to Projects: Definition, characteristics, and typical lifecycle of projects, Types of projects relevant to rural management, Project management context		
1.2 Needs Assessment, Defining Project Scope and Objectives		
Unit-2 Project Design & Proposal Writing		
2.1 Project Design		
2.2 Feasibility Analysis		
2.3 Drafting the Project Proposal - Concept Note Writing		
LAB		

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
CO-1	3	2	2	1	2	2	3	3	---	2	2	2	2.18	2	3	---	2.50
CO-2	2	3	3	3	3	2	2	3	2	---	---	1	2.40	3	2	3	2.67
CO-3	2	---	1	---	2	3	3	---	3	1	2	2	2.11	1	2	3	2.00
CO-4	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
CO-1 (Unit: 1)	Interactive Lecture and Discussion- Idea-Generating Activity , Group Discussion Assignment, Brainstorming on Business Problems, Case Studies, Presentation Discussions
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
	COs	Marks	Exam Component		
Term-End Evaluation 60 Marks	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			
	COs	Marks			

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
- Patel, B.M. (2015), 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.dcsmse.gov.in/schemes/ProjectReport.html>
- <http://msmeinfo.in/2017/09/18/pmegp-sample-project-profiles/>

Program - M.B.A (Rural Management)		
Semester- 4		
Code 256510256025	Name of Subject Water Resource Management	Elective
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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.		
Detailed Syllabus		
• Ecological Importance of Water Resource Management • Principles of Watershed Management • Hydro-logical Cycle, Geo-Hydrological Considerations in Watershed Management • Types of Precipitation, Rainfall Pattern, Distribution, Measurement, Runoff and Infiltration Watershed Demarcation, Runoff Estimation, etc		
• Rainfall Analysis • Fundamentals of Groundwater Geology, GW Type, Occurrence, Distribution • Factors Affecting Water Movement in Soils, Rock Properties Affecting Groundwater • Importance of Groundwater in Development - Rural and Urban • Groundwater Status of Gujarat State, Water Resource Problems in Gujarat Groundwater Exploration Techniques		
• Groundwater Pollution, Mechanism and Remedies Management • Water Level Fluctuation and Groundwater Issues • Participatory Ground Water Management Experience- Traditional and Modern water conservation techniques		
• Water Resource Development and Management Initiatives, Central Level Government Structure • Water Quality Parameters - Standards for Drinking Water and Irrigation Water • Well Inventory and Its Significance • Resource Management Strategies based on Water Level Contours and Analysis • Resource Management Strategies based on Hydrograph • Decentralized Drinking Water Planning Techniques, Gender and Water		

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
CO-1	1	3	2	2	3	3	1	3	3	2	1	1	2.08	2	---	3	2.50
CO-2	2	1	1	3	1	1	2	3	2	1	3	3	1.92	3	3	3	3.00
CO-3	2	3	1	3	3	3	2	---	3	3	2	3	2.55	3	3	2	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Seminar, Quiz, Self Study, Project, Hands-on Activity Group Discussion, Supervised Assignment, Field Visit, Team-Teaching, Demonstration
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books:

- Sahabhai Bhugarb Jal Vyavsthan -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 Keith Todd

Online Resources & Tools

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

Government of Gujarat Publications:

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

Program - M.B.A (Rural Management)		
Semester- 4		
Code 256510256026	Name of Subject Forest Management	Elective
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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		
Detailed Syllabus		
• Basic concept of forest and bio diversity • present situation of forest and bio-diversity and its impact • Role of Forest and bio diversity in rural development		
• Management of forest and bio diversity- concept, need, working policy, Environment • Protection, Global Warming- cause, effects and require steps		
• People's participation in protection of forest and bio diversity, conceptual clarity about JFM (joint forestry Management)		
• Field Visit and Report		

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
CO-1	2	3	2	1	2	1	2	3	---	2	3	2	2.09	2	1	1	1.33
CO-2	3	3	3	3	3	3	2	1	2	3	1	3	2.50	2	2	2	2.00
CO-3	2	3	1	2	---	3	2	1	2	2	3	3	2.18	3	3	2	2.67
CO-4	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
CO-1 (Unit: 1)	Lecture, Seminar, Quiz, Self Study, Project, Hands-on Activity Group Discussion, Assignment, Field Visit, Team-Teaching
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Report
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	5	5	
	CO-3	10	5	-	5
	CO-4	10	5	5	
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	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
- Forest Survey of India (FSI): Website: fsi.nic.in
- NABARD (National Bank for Agriculture and Rural Development): Website: www.nabard.org
- NITI Aayog, Government of India: Website: www.niti.gov.in

Program - M.B.A (Rural Management)		
Semester- 4		
Code 256510256027	Name of Subject Consumer Protection and Awareness	Elective
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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.		
Detailed Syllabus		
Unit-1 Consumer Protection and Consumer Rights 1.1 Understanding of consumer protection related technical and legal terminology and their definitions 1.2 Consumer Rights, Fraud and unfair business practices		
Unit-2 Organizational Set up and legal provision for consumer protection and awareness 2.1 Consumer Education and Research Center (CERC), Ahmadabad: Organization and function 2.2 Provisions against Fraud and unfair business practices 2.3 Understanding about legal provision and redressal measures and Process available at Consumer Education and Research Center (CERC), Ahmadabad		
Unit-3 Emerging Trends in consumer protection and General Research 3.1 Environmental Awareness about goods among consumers 3.2 Current Cyber Crime, E-Commerce and Other unfair business practices 3.3 Dialogue with society and research about concurrent issues of consumer protection		
Field Visit and Report		

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
CO-1	3	2	1	1	3	1	1	3	3	3	1	---	2.00	3	---	1	2.00
CO-2	3	3	3	2	3	3	3	2	2	1	1	3	2.42	2	---	1	1.50
CO-3	2	1	3	---	1	3	2	3	3	2	2	3	2.27	3	3	2	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Seminar, Quiz, Self Study, Project, Hands-on Activity Group Discussion, Assignment, Survey, Field Visit, Team-Teaching
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Saxena, K. C. (Latest Edition). *Consumer Protection Law & Practice*. Bharat Law House. (Focuses on practical aspects and legal interpretations).

Online Resources & Tools

- Consumer Education and Research Center (CERC), Ahmedabad: Website: www.cercindia.org
- National Consumer Disputes Redressal Commission (NCDRC): Website: ncdrc.nic.in
- Competition Commission of India (CCI): Website: www.cci.gov.in

Academic Journals & Online Resources:

- Journal of Consumer Policy: (International journal focusing on consumer protection, law, and economics).
- Journal of Business Ethics: (Articles on ethical conduct in business, relevant to unfair practices).

Program - M.B.A (Rural Management)		
Semester- 4		
Code 266520256037	Name of Subject Community Education & Social Responsibility	Elective
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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.		
Detailed Syllabus		
- Background of Indian education system and role, need, definition, concept and scope of community education. - Interrelationships between individual, community and society. (In social, economic, political context)		
Characteristics of learning communities and civil society (including reference to the Sustainable Development Goals)		
- Current characteristics of Indian communities: conservatism-progressiveness, conflict-harmony, Aspirations-hard work, lack of concern for education, social leadership-absence of developmental leadership. - Principles of social-community change and corresponding planning-programmes (community level)		
Principles of Community Education, Profile of Community Education Worker/Agent/Motivator (Knowledge-Attitude-Skills)		
Practical		
- write a report on a short program through Media-Tech. - To survey and report the selected community and plan community education program based on it.		

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
CO-1	3	2	2	2	2	1	1	2	---	1	3	2	1.91	1	3	3	2.33
CO-2	3	2	1	3	3	2	3	1	1	2	3	1	2.08	2	3	1	2.00
CO-3	3	---	3	3	---	3	2	3	3	---	1	1	2.44	3	2	3	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Seminar, Quiz, Self Study, Project, Group Discussion, Assignment, Survey, Field Visit, Team-Teaching
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component				
			Assignment	Report	Quiz	Survey	Profile
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	-	-	-
	CO-2	10	-	-	5	-	-
	CO-3	10	-	10	-	-	-
	CO-4	10	-	-	5	15	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component				
	CO-1	15	Term End Examination				
	CO-2	15					
	CO-3	15					
	CO-4	15					

References

Books:

- Reading material prepared by Bhartiya Samudayik Shikshan Sang
- National Literacy Mission Authority (NLMA). Annual Reports and Publications related to Adult and Community Education.
- Shah, A. M. (2009). *Rural Education and Development*. Rawat Publications.

Online Resources & Tools

- UNESCO - Education for Sustainable Development:
<https://www.unesco.org/themes/education-sustainable-development>
- National Literacy Mission Authority (NLMA), Government of India:
<https://nlm.gov.in/>
- National Institute of Rural Development and Panchayati Raj (NIRDPR):
<http://nirdpr.org.in/>
- Open Educational Resources (OER):
<https://www.oercommons.org/>
- Coursera / edX / SWAYAM: Free online courses related to rural education, adult learning, and community development.

Program - M.B.A (Rural Management)		
Semester- 4		
Code 256510256029	Name of Subject Agribusiness Management	Compulsory
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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.		
Detailed Syllabus		
Unit-1 Agribusiness: Concept, Policy and Strategy 1.1 Agribusiness – Definition and Nature 1.2 Introduction to Agribusiness Management, Components of agribusiness management 1.3 Agribusiness policies- Concept and formulation; New dimensions in Agri business environment and policy. 1.4 Problems and policy changes in the country relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance, etc.`` 1.5 Changing dimensions of agricultural business- Impact of liberalization, privatization and globalization on Agri business sector.		
Unit-2 International trade and Emerging trends in production, processing, marketing and exports 2.1 International trade- basic concepts, WTO and its implications for Indian agriculture sector 2.2 Emerging trends in production, processing, marketing and exports 2.3 Agri business research, Food processing and value addition 2.4 Marketing of agri products, Co-operatives and farmers organizations 2.5 Organic farming and scope for future, Agri export-import management, Government interventions		
Unit-3 Practical and Exposure Visits		

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
CO-1	1	2	1	3	3	3	3	2	2	3	2	3	2.33	1	1	1	1.00
CO-2	3	3	3	3	2	2	3	2	2	1	3	3	2.50	3	1	1	1.67
CO-3	3	3	---	2	2	1	---	3	3	3	1	---	2.33	3	2	3	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Fields, Case study, Demonstration, Presentation
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ / Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	5	5	-
	CO-3	10	5	-	5
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Rajagopal. (Latest Edition). Agribusiness Management: Text and Cases. Vikas Publishing House.

Online Resources & Tools

- Ministry of Agriculture & Farmers Welfare, Government of India:
- Website: agriwelfare.gov.in
- NABARD (National Bank for Agriculture and Rural Development):
- Website: www.nabard.org
- NITI Aayog (Government of India):
- Website: www.niti.gov.in
- APEDA (Agricultural and Processed Food Products Export Development Authority):
- Website: apeda.gov.in
- Food and Agriculture Organization of the United Nations (FAO) - India Office/Global Publications:
- Website: www.fao.org

Program - M.B.A (Rural Management)		
Semester- 4		
Code 256510256030	Name of Subject Participatory Rural Appraisal	Compulsory
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
Course Outcomes (COs)		
After completing this course, students will be able to CO-1: Analyze the foundational concepts, definitions, features, objectives, and ethical principles of Participatory Rural Appraisal (PRA), understanding its philosophy and distinguishing it from conventional research methods. CO-2: Apply a range of PRA tools and techniques for effective data collection, visualization, and presentation in rural communities, fostering genuine community participation. CO-3: Design and execute basic fieldwork using PRA methodologies, demonstrating the practical skills required for community engagement, information gathering, and initial analysis. CO-4: Critically evaluate the advantages and disadvantages of PRA in various rural development contexts, and assess its role in empowering local communities for planning and decision-making.		
Detailed Syllabus		
Unit-1 Introduction to Participatory Rural Appraisal (PRA): 1.1 Meaning and Definition of PRA 1.2 Features of PRA 1.3 Objectives of PRA 1.4 Principles and Ethics of PRA 1.5 Advantages and Disadvantages of PRA		
Unit-2 Methods of Participatory Rural Appraisal (PRA): 2.1 PRA Tools and Techniques 2.2 Data Collection Methods in PRA 2.3 Visualization and Presentation Techniques		
Unit-3 Fieldwork Preparation and Execution • Report		

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
CO-1	1	1	---	2	3	3	3	1	3	2	2	---	2.10	2	1	3	2.00
CO-2	2	1	3	2	3	---	1	3	3	2	3	2	2.27	2	1	2	1.67
CO-3	2	2	1	2	3	2	1	3	3	1	3	3	2.17	3	3	3	3.00
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Field Visit, Case study, Presentation, Group Discussion
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ/ Test	Assignment	Practical
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Chambers, Robert. (Latest Edition). Rural Appraisal: Rapid, Relaxed and Participatory. IDS Publications. (A foundational work by one of the pioneers of PRA).
- Chambers, Robert. (Latest Edition). Participatory Workshops: A Sourcebook of 21 Techniques. Earthscan. (Provides practical guidance on various participatory tools).

Online Resources & Tools

- IIED (International Institute for Environment and Development): Website: www.iied.org
- IDS (Institute of Development Studies): Website: www.ids.ac.uk
- NIRD&PR (National Institute of Rural Development & Panchayati Raj): Website: www.nirdpr.org.in

Program - M.B.A (Rural Management)		
Semester- 4		
Code 266520256038	Name of Subject Corporate Social Responsibility (CSR)	Compulsory
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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.		
Detailed Syllabus		
Unit-1 Corporate Social Responsibility (CSR) Concept 1.1 Introduction of CSR, Evolution of CSR, Importance of CSR and its scope 1.2 Fundamentals of CSR, Business, Government, Society, Sustainability and CSR 1.3 Basic approach to CSR		
Unit-2 Practicing Corporate Social Responsibility 2.1 Different type of CSR activities 2.2 The Role of Entrepreneurs/ CEOs/ Managers/ HR and Executives /NGOs working on CSR projects 2.3 Organization structure, roles and responsibilities of people working in CSR organization 2.4 Values, Ethics, Social Responsibilities, Mission and Vision of NGOs practicing the CSR Projects 2.5 Steps to successful and sustainable CSR projects 2.6 Evaluating the Performance of CSR Projects		
Unit-3 Case studies and Report		

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
CO-1	3	2	1	2	3	3	2	1	1	1	2	2	1.92	3	2	1	2.00
CO-2	2	3	2	3	2	3	3	2	3	2	2	3	2.50	2	3	2	2.33
CO-3	2	2	3	3	3	3	3	2	3	2	2	3	2.58	3	3	2	2.67
CO-4	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

3 = Strong Contribution, 2 = Moderate Contribution, 1 = Slight Contribution, --- = No Significant Contribution

Teaching Pedagogy

COs	Teaching Strategy
CO-1 (Unit: 1)	Lecture, Assignment, Presentation, Group Discussion
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

Continuous Comprehensive Evaluation 40 Marks	COs	Marks	Exam Component		
			MCQ / Test	Assignment	Presentation
	CO-1	10	5	-	5
	CO-2	10	5	5	-
	CO-3	10	5	-	5
	CO-4	10	5	5	-
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	15			

References

Books

- Singh, A., & Gupta, R. (2021). Corporate social responsibility in India: Principles and practices. Sage Publications India.
- Kapoor, N. (2022). Corporate social responsibility and sustainable development. Himalaya Publishing House.
- Kaul, M. (2023). CSR strategies and ethical business models. Oxford University Press India.
- Narayan, V. (2021). CSR and human resource management. Cengage India.

Web Sources

- Ministry of Corporate Affairs. (2023). CSR policy and compliance under Companies Act. Retrieved from <https://www.mca.gov.in>
- Tata Sustainability Group. (n.d.). CSR and sustainability practices of Tata Group. Retrieved June 26, 2025, from <https://www.tatasustainability.com>
- SWAYAM. (n.d.). Courses on CSR and ethical business practices. Retrieved June 26, 2025, from <https://swayam.gov.in>
- Confederation of Indian Industry (CII). (2023). CSR initiatives and reports. Retrieved from <https://www.cii.in>

Program - M.B.A (Rural Management)		
Semester- 4		
Code 256510256032	Name of Subject Micro Finance	Compulsory
Credit: 02	Teaching Scheme: Theory (15) - Practical (30)	Teaching Hours: 45
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.		
Detailed Syllabus		
Unit 1 Micro Finance – The Concept 1.1 Introduction to Micro Finance - meaning, characteristics, advantages & disadvantages 1.2 Micro Finance and development (especially rural development) 1.3 Financial inclusion status in India 1.4 Challenges to Micro Finance 1.5 Current status of Micro Finance and the government policy (RBI Guideline)		
Unit 2 Models and Management of Micro Finance 2.1 Models for Micro Finance - women empowerment and Micro Finance 2.2 Group formation for Micro Finance (SHG) - process and requirements 2.3 Group finance process and group management 2.4 Case studies (SEWA Banks, Myrada) 2.5 Visit to successful SHGs		
Unit-3 Case Studies and Report		

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
CO-1	2	2	3	3	1	2	3	3	1	2	2	2	2.17	3	2	---	2.50
CO-2	3	2	2	2	2	2	2	---	1	1	2	3	2.00	3	3	3	3.00
CO-3	2	2	---	2	2	3	2	3	---	2	3	2	2.30	3	3	1	2.33
CO-4	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
CO-1 (Unit: 1)	Lecture, MCQ, Field Visit, Assignment, Presentation, Expert talk, Video
CO-2 (Unit: 2)	
CO-3 (Unit: 3)	
CO-4 (Unit: 4)	

Assessment Method

	COs	Marks	Exam Component		
			MCQ/Test	Assignment	Presentation
Continuous Comprehensive Evaluation 40 Marks	CO-1	10	5	-	5
	CO-2	10	-	5	5
	CO-3	10	5	-	5
	CO-4	10	-	5	5
Term-End Evaluation 60 Marks	COs	Marks	Exam Component		
	CO-1	15	Term End Examination		
	CO-2	15			
	CO-3	15			
	CO-4	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
- NABARD (National Bank for Agriculture and Rural Development): Website: www.nabard.org
- Ministry of Rural Development, Government of India: Website: rural.nic.in

Case Studies & Institutional Reports:

1. SEWA (Self-Employed Women's Association):

- Website: 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
- 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