



# SunRise University

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Recognized by UGC Act, 1956 u/s 2 (f)

## MBA – RURAL DEVELOPMENT

SunRise University

**STRUCTURE OF M. B. A. (Rural Management) Course AND SCHEME OF EXAMINATION**

<b>Paper Number</b>	<b>Title of the Paper</b>	<b>Total Marks</b>	<b>Credits</b>
<b>Semester – I</b>			
S1.1	Introduction to Rural Development <b>(Common to MBA, MRS, MSW)</b>	60+40=100	4
S1.2	Economic Analysis for Rural Management <b>(Common to MBA, MRS)</b>	60+40=100	4
S1.3	Quantitative Methods for Rural Development <b>(Common to MBA, MRS)</b>	60+40=100	4
S1.4	Financial, Cost and Management Accounting <b>(Common to MBA, MRS)</b>	60+40=100	4
S1.5	Principles and Practices of Rural Management	60+40=100	4
S1.6	Organizational Behaviour	60+40=100	4
S1.7	Business Communication <b>(Open Elective)</b>	60+40=100	4
S1.8	Computer Applications For Rural Management	50+50=100	4
<b>Semester - II</b>			
S2.1	Economic Environment and Policy <b>(Common to MBA, MRS)</b>	60+40=100	4
S2.2	Research Methodology <b>(Common to MBA, MRS)</b>	60+40=100	4
S2.3	Operations Research	60+40=100	4
S2.4	Marketing Management in Rural Perspective	60+40=100	4
S2.5	Financial Management in Rural Perspective	60+40=100	4
S2.6	Human Resource Management in Rural Perspective	60+40=100	4

S2.7	Operations Management in Rural Perspective	60+40=100	4
S2.8	Agriculture Business Management( <b>Open Elective</b> )	60+40=100	4
	<b>Semester – III</b>		
S3.1	Rural Development Models( <b>Common to MBA, MRS, MSW</b> )	60+40=100	4
S3.2	Global Quality System	60+40=100	4
S3.3	Strategic Management for Rural Industries	60+40=100	4
S3.4	Management Control System( <b>Open Elective</b> )	60+40=100	4
S3.5	Elective I paper I	60+40=100	4
S3.6	Elective I paper II	60+40=100	4
S3.7	Elective II paper I	60+40=100	4
S3.8	Elective II paper II	60+40=100	4
	<b>Semester – IV</b>		
S4.1	Rural Entrepreneurship Development	60+40=100	4
S4.2	Business Ethics( <b>Open Elective</b> )	60+40=100	4
S4.3	Legal Environment and Cooperative Laws	60+40=100	4
S4.4	Elective I paper III	60+40=100	4
S4.5	Elective I paper IV	60+40=100	4
S4.6	Elective II paper III	60+40=100	4
S4.7	Elective II paper IV	60+40=100	4
S4.8	Project Report and Viva Voce	50+50=100	4

**Total Heads = 32, Total Marks = 3200, Total Credits = 32\*4=128**

**A student can choose any TWOelectivesfrom below Five.**

**Rural Marketing electivePapers:**

Paper I - Buying Behaviour and Brand Management

Paper II - Retail and Rural Marketing

Paper III - Advertisement and Customer Relationship Management

Paper IV - Marketing Strategies and Contemporary issues

**Rural Finance electivePapers:**

Paper I - Indian Financial System

Paper II - Financial Decision Analysis and Investment Management

Paper III - Project Planning and working Capital Management

Paper IV - Banking, insurance and Microfinance

**Rural Human Resource electivePapers:**

Paper I - HR planning and procurement

Paper II - Human Resource Development

Paper III - Employee Remuneration

Paper IV - Employee Relations and Labour Laws

**Rural Operations elective Papers:**

Paper I - Production Planning and Control

Paper II - Inventory Management

Paper III – Purchasing and Supply Chain Management

Paper IV - Project Management

**Agribusiness elective Papers:**

Paper I – Basics of Agribusiness

Paper II - Agripreneurship

Paper III – Global Agribusiness Logistics

Paper IV – Agro processing, packing and Quality Control

Total contact hours shall be 60 hours per paper. Each paper shall have four units of 15 contact hours each. There is no CIE for paper 1.8.

A student can carry out his/her project work of minimum 50 days after Semester II and before Semester III and has to submit the report during the fourth semester. The project will carry 100 marks.

<b>S1.1 Introduction to Rural Development (Common to MRS, MBA and MSW)</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	Rural Development:- Concept, Objectives, Importance, Nature and Scope; Characteristics of Rural Economy; Concept of Development, Distinction between Development and Growth, Indicators of Development; Prerequisites for Rural Development; Main Obstacles to Rural Development; Factors Governing Rural Development.	15 Hours
Unit 2:	Rural Management: Nature, Scope and challenges of marketing, operations, human resources, finance in rural area. Entrepreneurial opportunities in Rural area. Agriculture Business Management – Scope and Challenges.	15 Hours
Unit 3:	Rural Community Development: Concept of Community, Functions of the Community, Community profile: Process and tool Concept of community development, Characteristics, Principles and Scope, Panchayati Raj and community development in India	15 Hours
Unit 4:	Sustainable Development: Biodiversity and its conservation, Environmental pollution: Air, Water and Soil pollution, Solid Waste Management, Social issues and Environment, Climate Change, Global warming, Ozone layer depletion, water conservation, rain water harvesting, watershed management.	15 Hours
Reference Books:		
<ol style="list-style-type: none"> <li>1. R.K. Lekhi, The Economics of Development and Planning, Kalyani Publishers, New Delhi.</li> <li>2. Desai, Vasant. Fundamentals of Rural Development. New Delhi: Rawat Publications, 1991</li> <li>3. SatyaSundaram, I., Rural Development. Mumbai: Himalaya, 2002.</li> <li>4. Prasad, B.K. Rural Development: Concept, Approach and Strategy. New Delhi: Sarup&amp; Sons, 2003.</li> <li>5. Agriculture and Rural Development in India, by S. D. Chamola and BharatiAnirudh, Global Vision Publishing House</li> <li>6. Rural Development Programmes in India, Meenu Jain.</li> <li>7. Rural Development: Principles, Policies and Management – Katar Singh, (Sage Texts) 3rd Edition</li> <li>8. Environmental Impact Assessment – Canter.</li> <li>9. Environmental Sanitation – Salvador.</li> <li>10. Municipal Sanitation – Ethers and Steel</li> <li>11. Theories and Practices of Industrial waste treatment- Nelson Nemerow.</li> <li>12. Manual on municipal solid waste management – Govt. of India Publication</li> </ol>		

<b>S1.2 Economic Analysis for Rural Management ( Common to MRS and MBA )</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	<p><b>Consumer Behaviour and Demand Analysis</b></p> <p>1.1: Introduction- Basic Economic Problems, Inductive and Deductive Methods</p> <p>1.2: Consumer Behaviour- Cardinal and Ordinal Utility Analysis, Law of Diminishing Marginal Utility, Law of Equi-marginal Utility, Indifference Curve, Consumers Equilibrium, Income and Substitution Effects, Social Impact.</p> <p>: Law of Demand, Demand Function, Determinants of Demand. Elasticity of Demand and factors affecting, Types, Methods of Measurement.</p> <p>: Demand Forecasting- Types, Importance and Methods of Measurement of Demand Forecasting.</p> <p>: Practical and Applications- Related Case Studies and Reports.</p>	15 Hours
Unit 2:	<p>Theory of Production, Cost and Revenue Analysis</p> <p>: Production Function - Law of Variable Proportions, Law of Returns to Scale, Optimum Factor Combination. Isoquants – Properties, Producer equilibrium.</p> <p>: Cost Concepts – Types of Costs and cost curves, Traditional and Modern Theories of Costs.</p> <p>: Economies of Scale and Economies of Scope, Supply Curve and its Elasticity.</p> <p>: Revenue concepts – Average, Marginal and Total Revenue, revenue curves under different market conditions.</p> <p>: Practical and Applications- Related Case Studies and Reports.</p>	15 Hours
Unit 3:	<p>Price and Output determination under different Market Structures</p> <p>3.1: Perfect Competition – Features, Price and Output Determination.</p> <p>: Monopoly – Features, Price and Output Determination, Price Discrimination. Monopolistic Competition - Features, Price and Output Determination, Excess Capacity, Equilibrium of the firm and group with product differentiation and selling cost.</p> <p>: Oligopoly - Price and output determination – Non Collusive: Kinked demand curve and price rigidity, Collusive: Price leadership and Cartels.</p> <p>: Pricing Practices</p> <p>: Practical and Applications- Related Case Studies and Reports.</p>	15 Hours
Unit 4:	<p>Factor Pricing and Investment Decisions</p> <p>: Marginal Productivity Theory, Pricing of Factors in Competitive and Imperfectly Competitive Markets. Trade Unions and Wages.</p> <p>: Rent – Ricardian Theory of Rent- Scarcity Rent and Differential Rent, Modern Theory of Rent, Quasi Rent.</p> <p>: Interest – Classical Theory of Interest, Liquidity Preference Theory and Loanable Fund Theory of Interest.</p> <p>: Profit – Innovation Theory, Dynamic Theory, Risk and Uncertainty Theory and Monopoly Theory of Profit. Capital Budgeting- Basic Concepts and Investment Decisions under uncertainty.</p> <p>: Practical and Applications- Related Case Studies and Reports.</p>	15 Hours

**Reference Books:**

1. D.N.Divedi Managerial Economics Vikas New Delhi.
2. Dominick Salvatore: Principles of Microeconomics, Oxford University Press 5th edition.
3. H.L. Ahuja: Advanced Economic Theory, S. Chand Publication, New Delhi.
4. Koutsoyiannis: Modern Microeconomics, Macmillan Press Ltd.
5. M.L. Jhingan : Principles of Economics (Hindi and English), Vikas, New Delhi.
6. M.L.Seth : Principles of Economics (Hindi and English), Laxmi Narayan, Agra.
7. Misra S.K. and V.K. Puri (2001): Advanced Microeconomic Theory, Himalay Publishing House, New Delhi.
8. Sen, A.(1999): Micro Economics: Theory and Applications, Oxford University Press, New Delhi.
9. Stigler, G (1996): Theory of Price, Prentice Hall of India, New Delhi.
10. William J. Baumol and Alan H. Blinder: Microeconomics-Principle and Policy, 9th edition.

<b>S1.3 Quantitative Methods for Rural Development (Common to MRS and MBA )</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	Introduction (Types, Collection and Presentation of Data) : Meaning of the word Statistics. Scope of Statistics: in Industry, Management and Social Sciences. : Types of Data: Primary and Secondary : Classification of data: Discrete and continuous frequency distribution, inclusive and exclusive methods of classification, Tabulation of statistical data. : Graphical presentation of data: Bar Charts, Pie Chart, Line Chart, Histogram, ogive curves. : Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.	15 Hours
Unit 2:	Measures of Central Tendency : Concept of measures of central tendency, Requirements of good statistical average. : Arithmetic Mean (A.M): Definition, Effect of change of origin and scale. 2.3: Median and Mode: Definition, Effect of change of origin and scale. : Empirical relation between Mean, Median and Mode. : Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.	15 Hours
Unit 3:	Measures of Dispersion : Concept of dispersion, Absolute and Relative measures of dispersion, Requirements of a good measure of dispersion. : Range: Definition, Coefficient of range. : Quartile Deviation (Semi-interquartile range): Definition, Coefficient of Q.D. Mean Deviation: Definition, Coefficient of M.D., Minimal property of M.D. : Standard Deviation: Definition, Effect of change of origin and scale, Variance, Coefficient of Variation: Definition and use. : Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.	15 Hours

Unit 4:	<p>Correlation and Regression</p> <p>: Concept of correlation between two variables, Types of correlation, Scatter diagram, its utility.</p> <p>: Karl Pearson's coefficient of correlation (r): Definition, Computation for Ungrouped, Interpretation when <math>r = -1, 0, 1</math>.</p> <p>Properties (without proof):</p> <p>i) <math>-1 \leq r \leq 1</math></p> <p>ii) Effect of change of origin and scale.</p> <p>: Spearman's rank correlation coefficient: Definition, Computation (for with and without ties).</p> <p>Illustrative examples.</p> <p>: Concept of regression, Equations of lines of regression, Regression coefficients (<math>b_{xy}, b_{yx}</math>),</p> <p>Properties (without proof):</p> <p>i) <math>b_{xy} \times b_{yx} = r^2</math>,</p> <p>ii) <math>b_{xy} \times b_{yx} \leq 1</math>,</p> <p>iii) <math>(b_{xy} + b_{yx}) / 2 \geq r</math>,</p> <p>iv) The point of intersection of two regression lines.</p> <p>4.5: Practical and Applications: Illustrative Examples and Practical Based on real data sets obtained by field visit or survey.</p>	15 Hours
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Reference Books:

1. Gupta S. C. : Fundamentals of Statistics, Himalaya Publishing House
2. Gupta S. P. (2002): Statistical Methods, Sultan Chand and Sons, New Delhi.
3. Gupta S. C. and Kapoor V. K.: Fundamentals of Mathematical Statistics.
4. Bhat B. R., Srivenkatramana T. and MadhavaRao K. S. (1996): Statistics: A Beginner's Text, Vol. 1, New Age International (P) Ltd.
5. Goon A.M., Gupta M.K., and Dasgupta B.: Fundamentals of Statistics Vol. I, and II, World Press, Calcutta.
6. R. P. Hooda, : Statistics for Business and Economics, Vikas Publishing, 5<sup>th</sup> Edition
7. J. K, Sharma: Business Statistics, Vikas Publishing

**S1.4 Financial, Cost and Management Accounting (Common to MBA, MRS)**

Marks : 80 + 20

Total Hours of Teaching: 60 Hrs

Syllabus Contents:

Unit 1:	<p>Financial Accounting</p> <p>Definition, Concepts and Conventions, Objectives, Branches, Scope and Limitations of Financial Accounting.</p> <p>Preparation of Journal, Ledger, Trial Balance</p> <p>Trading and Profit and Loss account and Balance Sheet.</p> <p>Introduction to Accounting standards.</p> <p>Practical and Application: Develop specimen vouchers and record the transactions accordingly by passing journal entry and consequently posting the same into ledger and finally come out with income statement and balance sheet.</p>	15 Hours
Unit 2:	Accounting for Non-trading Organizations	



	<p>Receipt and Expenditure Account  Accounting for NGOs  Accounting for Cooperatives and Small Rural Enterprises  Introduction to farm accounting  Practical and Application: Visit any Non- Trading Organizations unit to identify Receipt and Expenditure of the organizations. To prepare farm accounts by visiting farm or green house.</p>	15 Hours
Unit 3:	<p>Cost Accounting for Rural Enterprises  Introduction, Meaning, Scope and Advantages of Cost Accounting.  Classification of Costs and Elements of Cost  Cost unit and cost center  Preparation of Cost Sheet  Practical and Application: Visit any agri-enterprise to identify elements of cost, Prepare cost sheet.</p>	15 Hours
Unit 4	<p>Management Accounting and Decision Techniques  Introduction, Meaning, Nature, Scope and Limitations of Management Accounting.  Distinction among Financial, Cost and Management Accounting.  Marginal Costing and CVP Analysis – Profit Volume Ratio, Break Even Analysis, Margin of Safety, Angle of Incidence.  Decision Making with key factor.  Visit any rural enterprise, collect information regarding variable cost, fixed cost etc. and calculate Breakeven Point for products.</p>	15 Hours
<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. A.A. Ansari, "Cooperative Management Pattern"</li> <li>2. B.B. Goel, "Cooperative Management and Administration"</li> <li>3. Gupta and Radhaswamy, "Advanced Accountancy"</li> <li>4. Indian Journal of Rural Management : Sage Publications</li> <li>5. Jain and Narang, "Advanced Accountancy"</li> <li>6. JawaharLal, "Cost Accounting"</li> <li>7. Journal of Cooperative Studies :U.K. Society of Cooperative Studies</li> <li>8. M.E. ThukaramRao, "Accounting for Managers"</li> <li>9. M.N. Arora, "Cost Accounting"</li> <li>10. Management Accountant : Journal of ICWAI</li> <li>11. ManmohanGoel, "Management Accounting"</li> <li>12. Shukla and Grewal, "Advanced Accountancy".</li> <li>13. The Chartered Accountant : Journal of the ICAI</li> </ol>		

### S1.5 Principles and Practices of Rural Management

Marks : 80 + 20

Total Hours of Teaching: 60Hrs

#### Syllabus Contents:

Unit 1:	Introduction and Evolution of Management: Definition-Scope of management- Functions of management-Managerial skills-Levels of Management-Roles of a manager, Functional areas of Management, Classical Approach-Scientific Management Approach-Contribution of F W Taylor, Henry Fayol, Peter Drucker, Max Weber- Behavioural Approach-Human Relations Approach-Contingency, Operational Approach, Management by Objectives (MBO) – Definition, Meaning and Significance, MBO process. Practical Visit any organization and study the different functional areas of Management. Submit a report.	15 Hours
Unit 2:	Planning and Organizing: Planning-nature, types, steps in planning, process and limitation of planning Organizing-meaning, Process, Organization structure, Types of organizational structure, Centralization and Decentralization, Departmentalization, Span of management, Concept of Authority, Responsibility and Accountability, Delegation. Practical Visit any Rural organization/industry and study its organization structure and its mechanism (Roles, responsibilities, decision making authority and reporting system)	15 Hours
Unit 3:	Staffing, Directing and Controlling: Staffing- concept, need, human resource planning, recruitment and selection. Directing- concept, need and principles of directing. Controlling - Steps in Control Process Need-Types of control Method- Techniques of Controlling-Benefits. Practical Visit any cooperative or Rural organization/industry and study its types and techniques of control 5 Hours	15 Hours
Unit 4:	Corporate Governance and Business Ethics: Corporate Governance – Concept, importance and role of board of directors, auditors and stakeholders in corporate governance – Characteristics of good corporate governance, measures to improve corporate governance. Benefits of corporate governance. Business Ethics – Definition and its relevance to Business, Historical Perspective of Ethics, Trusteeship Management- Gandhian Philosophy of Wealth Management. Management in 21st Century-Challenges and Opportunities Study online, different MNC's to understand their corporate governance. b) Present seminar on best ethical practices in business	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

#### Reference Books:

1. Koontz and Weihrich-Essentials of Management, McGraw-Hill
2. George R. Terry, Stephen G. Franklin: Principles of Mangement, A I T B S Publishers & Distributors,
2. Daft Richard L. – Management – Thomson.
3. Certo-Modern Management prentice hall
4. L.M. Prasad-Principles of Management
5. R.M. Srivastara-Principles of Management
6. Peter Drucker- Essentials of management
7. Stephen P. Robbins-Management; Prentices Hall

8. Sherlekar S.A.-Modern Business Administration and Management; Himalaya Publishing House
9. J.S.Chandra- Management Concept and Strategies
10. Das Gupta A-Business Management in India, Vikas Publishing
11. McFarlandDaltion- Management Principles and Practices, Macmillan
12. Terry Georgy R- Principles of Management, III inions
13. Robbins Stephen P. and Decenzo David- Fundamentals of Management
14. KazmiAzhar- Business Policy and Strategic Management
15. ChoudhariSubir- The power of six sigma
16. Ross Joel- Total Quality Management
17. R. P Banerjee Ethics in Business and Management
18. M. K. Gandhi, Trusteeship
19. William Shaw, Business Ethics
20. Manuel G. Velasquez, Business Ethics
Suggested Additional Readings: Web site of CII
Suggested Research Journal: Vikalp – IIM Ahmedabad Vision – MDI, Gurgaon Indian Journal of Corporate Governance, institute of Public Enterprise (IPE), Hyderabad.

<b>S1.6 Organizational Behaviour</b>		
Marks : 80 + 20		Total Hours of Teaching: 60Hrs
Syllabus Contents:		
Unit 1:	Introduction to OB: Nature, Significance & Approaches to Organisational Behaviour Personality- meaning, determinants of personality, development of personality; Perception- Meaning , perception process; Attitude- components of attitude ,types of attitude, Attitude formation; Values:- Types of values Write a Report on Evolution of OB and Submit. Use several self-assessment Tools and Techniques of Personality, Attitude, Perception, Value	15 Hours
Unit 2:	Motivation, concept, theories of motivation. Leadership- styles of leadership, functions of leader; Job stress- sources of stress, Effects of stress, coping strategies of stress Visit/ Research organization and understand Motivational Techniques, Leadership styles and Strategies to cope with Stress and submit report	15 Hours
Unit 3:	Foundation of group behaviour, types of group, stages of group formation, Group Development Models. Group structure. Conflict-levels of conflict; types of conflict - Interpersonal and Intergroup conflicts, Conflict Management Visit/Research organization and understand formal and informal Group formations, Conflict cases and Strategies used to Resolve Conflict and submit report	15 Hours
Unit 4	Organisational Change, Managing Change-forces for change in organizations, forms of change, Resistance to Change, Overcoming to Resistance to Change. Organization Development: OD techniques. Global approach to O.B. - Issue of culture, managing diversity within and across the culture. Analyse the Real case of Organisational Change and Development and submit the Report	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

Reference Books:

1. Stephan P. Robbins – Organisational Behaviour, Prentice Hall Publication
2. Fred Luthans – Organisational Behaviour, McGraw Hill Publication.
3. Keith Davis – Organisational Behaviour, McGraw Hill Publication
4. Laurie J. Mullinax – Management & Organisational Behaviour, Pearson Education.
5. Newstrom and Keith Davis – Human Resource Management, McGraw Hill Publication
6. Organization Behavior- JitChandan.
7. Organization Behavior- P. Acquins
8. Organization Behavior – Text, cases- Uma Shekaran

**S1.7 Business Communication (Open Elective)**

Marks : 80 + 20

Total Hours of Teaching: 60Hrs

Syllabus Contents:

Unit 1:	Communication: Nature and Importance of Communication, Objectives of Communication, Process and barriers to Communication, Elements of Communication, Forms of Communication, Principles of Effective Communication. Study forms of communication in Everyday life. Group Discussion on various barriers of communication. Information thus gathered is compiled in the form of short report to be submitted.	15 Hours
Unit 2:	Verbal Communication Techniques: Art of Speaking, Speech Styles. Oral Presentation- Preparation of Formal Speech, Meetings, Interviews, Group Discussion, Debate, Elocution, Extempore. Non-verbal Communication- Meaning, Characteristics & classification of Non-verbal Communication, Body Language, Gestures, Postures. Listening & observation skills. Any one form of Verbal and non-verbal Communication should be exercised in the class	15 Hours
Unit 3:	Professional Correspondence, Importance of Professional correspondence. Professional /Business correspondence:-Application Letter, Enquiries and replies, Circulars, Quotations, Order, complaint and their reply, invitation letters and its reply. Memos, Progress report, Minutes of meeting, Event reporting, Report writing:- Importance and Techniques of report writing, Investigation Reports, Survey Reports, Inspection Reports; Paragraph writing:- Techniques of paragraph writing. Study and research Professional correspondences of any Organisation and present it in the class by submitting the Report	15 Hours
Unit 4:	Etiquettes – Meaning and Need of Etiquettes, Factors influencing Etiquettes. Types of Etiquettes-Social, Personal, Family, Business, Telephone, Emails. Digital communication- Application of Electronics media and communication, Telecommunication, Teleconferencing, video conferencing, mobile communication, SMS, Social Media, Fax, E-mail. Use various forms of Digital communication observing Etiquettes for Professional correspondences and submit the Report	15 Hours

Note: Relevant case studies based on the above units should be discussed in the class.

**Reference Books:**

1. Effective Business Communication Murphy
- 2 Business English & Communication Cleark
- 3 Basic Business Communication Robert Ma Archer
- 4 Business Communication Robert Marcher & Ruth Pearson
- 5 Esseatials of Business Communication Rajendra Pal & J.S.Korlahalli
- 6 Basic Business Communication Skills Raymond Lesikar& Marie Flatley, 10th Edition, Tata McGraw Hill
- 7 Business Communication- V.K. Jain & Omprakash Biyani S.Chand k company, New Delhi

**S1.8 Computer Applications For Rural Management**

Marks : 50 + 50

Total Hours of Teaching: 60 Hrs

**Syllabus Contents:**

Unit 1:	Concept, Component – Hardware, Software, Network Technology Internet Domain, Internet Server, Browsing The Internet, Tools And Service On Internet, Search Engine, Structure Of An IP Addressing, Business Applications Of Internet, Intranet And Extranet. Case study of IT applications in business, Actual hardware information and IP address settings, Use of search engines	15 Hours
Unit 2:	Documentation Tools (Ms-Word), Data Collection And Analysis Tools (Data Spread sheet), Presentation Tools (Ms-PowerPoint). Preparation of business documents using Word, Spread sheet and PowerPoint	15 Hours
Unit 3:	E-Business – Architecture, E Business Strategy and Productivity, E-Commerce – Meaning, Concept and Scope, Types of E-Commerce Applications of E-Commerce: E Banking, E Trading and E Payment. E-Governance – Need, Scope, Challenges, Applications and Value Addition by e-Governance. Study of online businesses, Hands on experience with e commerce websites, Use of e trading.	15 Hours
Unit 4:	Data Warehousing Data Marts, Data Mining, On-Line Transaction Processing (OLTP), And On-Line Analytical Processing (OLAP), Meaning, Concepts And Its Business Applications. Case studies on DBMS applications in various functional areas of management, Online survey and data collection	15 Hours

**Reference Books:**

1. Information Technology Management By Raner, Potter And Turban
2. DBMS By Date
3. Internet Complete – BPB Publication.
4. IT For Management – Making Connections For Strategic Advantage – Turban Mclean And Wetherbe
5. IT Systems Management – Rich Schiesser
6. Data Mining Techniques – Arun Pujari
7. Data Mining – Peter Adraans, Dolf Zantinge

Note: Fifty (50%) percentage of the weightage should be given for practical, i.e. 30 hours of theory and 30 hours of practical.

## Semester II

<b>S2.1 Economic Environment and Policy ( Common to MRS and MBA)</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	<p>Introduction and Macroeconomic Variables</p> <ul style="list-style-type: none"> <li>: Concepts of macroeconomics, Nature and Scope of Macroeconomics, Macroeconomic character of the Indian economy. Circular Flow of Income - Two Sector, Three Sector and Four Sector Open Economy.</li> <li>: National Income - Concepts, Components and Measurement of National Income.               <ul style="list-style-type: none"> <li>: National Income Accounting - Social Accounting, Input-Output Accounting, Flow of Funds Accounting, Balance of Payments Accounting.</li> <li>: Some basic Concepts: Equations, stocks and flows, transactions matrix, functional relationship, equilibrium- ex ante and ex post.</li> <li>: Practical and Applications – Related Case studies and Reports.</li> </ul> </li> </ul>	15 Hours
Unit 2:	<p>Macroeconomic Theory and Supply of Money</p> <ul style="list-style-type: none"> <li>: Theory of Income and Employment- Classical Keynesian.</li> <li>: Consumption Function - Theories of Consumption - Keynesian and Post Keynesian Consumption Theories. Marginal Efficiency of Capital (MEC). Consumption and Investment Functions- applicability in developing economies.</li> <li>: Investment Multiplier, Leakages in the Multiplier Process and Importance of Multiplier.               <ul style="list-style-type: none"> <li>: Supply of Money - Measures and Determinants, Credit Creation Process. Demand for Money – Classical and Keynesian. IS-LM model.</li> <li>: Practical and Applications- Related Case studies and Reports.</li> </ul> </li> </ul>	15 Hours
Unit 3:	<p>Inflation, Business Cycle and Economic Stabilization</p> <ul style="list-style-type: none"> <li>: Inflation – Approaches, Types, Causes, Effects and Measures.               <ul style="list-style-type: none"> <li>: Business Cycle - Features and Phases of Business Cycles, Theories of Business Cycles</li> <li>: Macroeconomic Policies: Fiscal Policy and Monetary Policy - Objectives, Instruments. Relative Effectiveness of Fiscal Policy and Monetary Policy.</li> </ul> </li> <li>: Phillips Curve, natural rate of unemployment hypothesis; adaptive expectations and rational expectations.</li> <li>: Practical and Applications- Related Case studies and Reports.</li> </ul>	15 Hours
Unit 4:	<p>Macroeconomics in Open Economy</p> <ul style="list-style-type: none"> <li>: Balance of Payments - Meaning and Components. Exchange Rate - Meaning, Types and Theories.</li> <li>: Economic reforms and structural adjustment programmes, Washington consensus, Policies of LPG.</li> <li>: Foreign Investment and TNCs &amp; MNCs.</li> <li>: International Organisations - WTO, IMF, IBRD, IDA, IFC.</li> <li>: Practical and Applications- Related Case studies and Reports.</li> </ul>	15 Hours

**Reference Books:**

1. Ackley, G. (1978), *Macroeconomics: Theory and Policy*, Macmillan, New York.
2. Gordon, R. and S. G. Harris (1998), *Macroeconomics*, Addison Wesley.
3. H.L. Ahuja *Economic Environment of Business - Macroeconomic Analysis*, S. Chand Publication, New Delhi.
4. H.L. Ahuja: *Macro Economics Theory and Policy*, S. Chand Publication, New Delhi.
5. Hall, R. E. and J. B. Taylor (1986), *Macroeconomics*, W. W. Norton, New York.
6. Jha, R. (1991), *contemporary Macroeconomic Theory and Policy*, Wiley Eastern Ltd., New Delhi.
7. Jha, R. (1999), *Contemporary Macroeconomic Theory and Policy*, New Age International (P) Ltd., New Delhi.
8. Keynes, J. M. (1936), *The General Theory of Employment, Interest and Money*, Macmillan, London.
9. M.L. Jhingan : *Macro Economic Theory*, Vrinda Publications (P) Ltd. Delhi
10. Romer, D. L. (1996), *Advanced Macroeconomics*, McGraw Hill Company Ltd., New York.
11. Shapiro, E. (1996), *Macroeconomic Analysis*, Galgotia Publications, New Delhi.

<b>S2.2: Research Methodology ( Common to MRS and MBA )</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	<b>Research Fundamentals:</b> 1.1: Meaning, objectives and Motivation in research. 1.2: Types of Research. : Research Process. : Relevance & Scope of Research in functional areas. : Practical and Applications: Identify the research problems with reference to rural development.	15 Hours
Unit 2:	<b>Research Design and Sampling Techniques</b> : Introduction, Meaning, Characteristics, Advantages, Importance of a Good Research Design. : Types of Research Designs and various Steps. 2.3: Census Survey and Sampling Techniques. : Simple Random Sampling (SRS) with its types SRSWR and SRSWOR, Stratified Sampling, Cluster Sampling, Quota Sampling. : Practical and Applications: Preparation of research and sample design.	15 Hours
Unit 3:	<b>Data Collection, Processing and Analysis:</b> : Data Types : Primary and Secondary data : Methods of Primary Data Collection: Observation Method, Interview Method, Mailed Questionnaire Method : Sources of Secondary Data. : Editing, Coding, Classification and Tabulation of Data, Analysis and Interpretation of data : Practical and Applications: Exercise on data collection and presentation.	15 Hours
Unit 4:	<b>Testing of Hypothesis and report Writing</b> 4.1: Introduction to testing of Hypothesis.	15 Hours

	<p>: Definitions of Terms: Null and Alternative Hypothesis, Level of Significance, Types of Errors – I and II, Size and Power of Test.</p> <p>: Steps involved in Testing of hypothesis. Types of Test: Parametric and Non-parametric Tests, Small and Large Sample, One and Two Sample tests.</p> <p>: Report Writing: Steps involved in Report Writing, Requisites of Good research Reports.</p> <p>: Practical and Applications: Exercise on Testing of hypothesis</p>	
<p>Reference Books:</p> <ol style="list-style-type: none"> <li>1. Research Methodology – C. R. Kothari</li> <li>2. Research Methodology in Management – Dr. V. P. Michael</li> <li>3. Research Methodology in Commerce – S. Mohan, R. Elangovan, Deep &amp; Deep, New Delhi</li> <li>4. Research Methodology The Discipline &amp; Its Dimensions – Jai Narain Sharma, Deep &amp; Deep</li> <li>5. Research Methodology Methods, Tools &amp; Techniques – GopalLal Jain, Mangal Deep Pub. Jaipur</li> <li>6. Methodology of Social Sciences Research – Dr. Raj Kumar – Book Enclave, Jaipur</li> </ol>		

<b>S2.3 Operations Research</b>		
Marks : 80 + 20	Total Hours of Teaching: 60Hrs	
Syllabus Contents:		
Unit 1:	<p>Introduction to OR and Linear Programming :            Concepts, Phases of OR, Application of OR in Business &amp; Industry, Scope &amp; Limitations.            Linear Programming (LP) – Concepts, Mathematical Formulation, Graphical Solutions –Simple Algorithm –Use Of Slack / Surplus / Artificial Variables Max. Problems Simplex. Duality and Relationship Between Primal And Dual.            Practical's on – application of linear programming, simplex and big M method by using live data from any data bank: Two on Graphical, Two on Simplex and One on Dual-Primal Relation</p>	15 Hours
Unit 2:	<p>Assignment Problems (AP) &amp; Transportation Problems (TP) :            Assignment Problems (AP): Concepts, Mathematical Formulation - Hungarian Method. Maximization /Minimization - Balanced/ Unbalanced –Problems.            Transportation Problems (TP): Concepts, Mathematical Formulation, Solution of TP: North-west corner rule, Least cost method, Vogel's Approximation Method (VAM) and Transportation Algorithm ( MODI – Method)            Practicals on – Assignment problem and transportation problem from local medium or large scale units or any data bank. Two on Assignment problem, Three on Transportation problem.</p>	15 Hours
Unit 3:	<p>Queuing Theory &amp; Inventory Models :            Queuing Theory: Concepts, Types Of Queuing System Characteristics Of Queuing Model Problem Based on (M/M/1) Model.            Inventory Models: Types of Inventories, Cost Involved, Deterministic Model, Economic Order Quantity (EOQ) &amp; Economic Batch Quantity (EBQ) with Finite Production Rate,            Practical's on – M/M/1 model, EOQ, EBQ and calculation of reorder level and lead</p>	15 Hours



	time: Two on Queuing and Three on Inventory	
Unit 4:	<p>Network Analysis &amp; Decision Theory:  Network Analysis: Algorithm as Applied to Problem of CPM &amp; PERT. Project Planning &amp; Control by Use of CPM/PERT Concepts.  Decision Theory: Maximini and Minimax, EMV, Regret (Opportunity Loss) And EVPI Criteria  Practical's on – CPM and PERT, EMV &amp; EVPI to a live project in the vicinity: Three on CPM &amp; PERT, Two on Decision Theory</p>	15 Hours
Reference Books: 1. Operation management- KantiSwaroop& others. 2. Operation Research –P.K. Gupta &D.S. Hira. 3. Operation Research –S.D. Sharma. 4. Operation Research- An introduction- Taha. 5. Operation Research for management- Shenoy, Srivastav. 6. Principles of Operation Research- Harvey- M Wagner.		

<b>S2.4. Marketing Management In Rural Perspective</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hrs
Syllabus Contents:		
Unit 1:	<p>Basics of Marketing: Introduction to marketing–Nature and scope of marketing, the core concepts of marketing, Company orientation towards market place , marketing environment: Micro and Macro marketing environment, Marketing Planning and Marketing Planning process, Differentiation between Sales and Marketing, Introduction to Services Marketing  Reading seminar on difference between need, want and demand. Select any organization and study the micro and macro environmental factors influencing its performance. Submit a report.</p>	15 Hours
Unit 2:	<p>A. Market segmentation – Meaning and concept, benefits of segmentation, Bases for market segmentation – consumer goods market segmentation; industrial goods market segmentation, Market targeting - Selection of segments, Product positioning. B. Consumer Behaviour – Meaning and definition of consumer behaviour, importance, Different buying roles, consumer buying decision process, factors influencing consumer behaviour.  Select any product offered to Rural market and study its Segmentation, Targeting, Differentiation and Positioning. Submit a report.</p>	15 Hours
Unit 3:	<p>Product &amp; Pricing Strategy A. Product decision and strategies – Meaning of product, Types of products, product mix decisions, product line decisions, Product life cycle concept, new product development, Branding and packaging decisions – Concept of Branding and packaging, advantages and disadvantages of branding and packaging, features and functions of packaging. B. Pricing decision – Pricing objectives, pricing methods, factors influencing pricing decision, setting the price, price determination policies  Online exercise: Visit any website of organization marketing its FMCG products and study the different elements related to products. Submit a report</p>	15 Hours

Unit 4:	A. Integrated Marketing communication – Concept and role of IMC, promotion mix- Advertising, personal selling, sales promotion and publicity, Factors affecting IMC mix, Marketing communication mix decisions: characteristics, factors and measurement. Advertising and publicity – 5 M’s of advertising. Personal selling – nature and process. Sales promotion – nature, importance and techniques. B. Distribution Strategy- Importance of channels of distribution, Alternative channel of distribution, channel design decision and channel management decision, selecting an appropriate channel, Supply Chain Management, Logistic management. a) Select any Rural organization and study its Supply Chain Management b) Select any newly launched product and design a promotional campaign with the help of IMC and present it in the class.	15 Hours
Note: Relevant audio, video CDs and caselets should be discussed. Emphasis should be given on field assignments.		
Reference Books:		
<ol style="list-style-type: none"> <li>1. Marketing Management – a south asian perspective: Kotler Phillip, Keller Kevin Lane, Koshy Abraham and JhaMithileshwar, Pearson.</li> <li>2. Marketing Management: A South Asian Perspective - Kotler P., Keller K., Koshy A., Jha M., Pearson Prentice Hall.</li> <li>3. Marketing Management – Ramswamy V. S., Namakumari S., Macmillan Publishers India Ltd. Marketing Management – RajanSaxena, Tata McGraw Hill</li> <li>4. Marketing Management: Text and Cases – Tapan Panda, Excel Books</li> <li>5. Marketing – Etzel, Walker B., Stanton W., Pandit A., Tata McGraw Hill</li> <li>6. Marketing Management - Karunakarn K — Himalaya Publication, New Delhi</li> </ol>		
Suggested Additional Readings:		
- American Marketing Association: <a href="https://www.ama.org/Pages/default.aspx">https://www.ama.org/Pages/default.aspx</a>		
Suggested Research Journals:		
<ul style="list-style-type: none"> <li>- Indian Journal of Marketing Journal of Marketing</li> <li>- American Marketing Research Journal of Marketing Research</li> <li>- American Marketing Research</li> </ul>		

<b>S2.5 Financial Management in Rural Perspective</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hours
Syllabus Contents:		
Unit 1:	Financial Management – Introduction, Meaning, Objectives, Functions of Financial Management. Role of Finance Manager in Rural Enterprises Take interview of Finance Manager of any business enterprise to Understand his functions and role in the organization.	15 Hours
Unit 2:	Sources of Finance– Long Term, Medium Term and Short Term Sources; Rural Financial Intermediaries – NABARD, DCBs, LDBs, RRBs, Cooperative Banks and Credit Societies and other agencies; Innovative Weapons of Finance for Rural Enterprises – Hire Purchase, Leasing, Micro Finance, Seed Capital, Venture Capital Financing Visit any of the NABARD, DCB’s, LDB’s, RRB’s and Co-Operative Bank and	15 Hours

	Societies to identify Sources of finance and loan disbursement system.	
Unit 3:	Financial Statement Analysis – Comparative Financial Statements, Trend Analysis, Common Size Statements, Ratio Analysis Profitability, Liquidity, Activity and Leverage Ratios i) Download annual report of any company from its website and Analyze its financial performance by the techniques of ratio analysis. ii) Prepare comparative financial statement and common-size financial Statement.	15 Hours
Unit 4:	Working Capital and Capital Budgeting for Rural Enterprises – a. Working Capital : Concept, Types, Factors, Estimation and Financing of Working Capital b. Capital Budgeting : Concept, Nature, Significance and Techniques of Capital Budgeting – Pay Back Period, Net Present Value, Profitability Index, Accounting Rate of Return, Internal Rate of Return Take interview of finance manager or entrepreneur regarding their need of working capital and its finance	15 Hours
Note: Problems Should be covered from Unit Nos. 3 and 4		
Reference Books:		
<ol style="list-style-type: none"> <li>1. Financial Management : Khan and Jain</li> <li>2. Financial Management : Prasanna Chandra</li> <li>3. Financial Management : I.M. Pandey</li> <li>4. Financial Management and Policy : R.M. Srivastava</li> <li>5. Indian Financial System :Vasatn Desai</li> <li>6. Indian Financial System : L.M. Bhole</li> </ol>		
Web sites:		
<ol style="list-style-type: none"> <li>1. <a href="http://www.rbi.org.in">www.rbi.org.in</a></li> <li>2. <a href="http://www.nabard.org">www.nabard.org</a></li> </ol>		

<b>S2.6 Human Resource Management in Rural Perspective</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hours
Syllabus Contents:		
Unit 1:	Introduction to Human resource management - Definition, Scope, Objectives, Importance, HRM versus Personnel Management, Changing role of Human resource Management, HRM in Indian context. Visit any organization Practicing Human Resource Management and Prepare a Presentation on it	15 Hours
Unit 2:	Procurement and Placement: Concept of HRP, Job Analysis, Job Description, Job Specification, Recruitment: Objective, Factors affecting Recruitment, Sources of Recruitment, Process of Recruitment. Selection, Placement, Induction, Socialization. Visit any manufacturing or service organization to study a process of Human Resource Planning, recruitment, and selection, Induction. Prepare a report and submit.	15 Hours

Unit 3:	Development and Maintenance of Human Resource: Performance Appraisal: Meaning, Need, Problems of Performance Appraisal, Training and Development: Difference between training and Development, Methods of Training & Development Visit any manufacturing or service organization and study Training and Development and submit a Report	15 Hours
Unit 4:	Wage and Salary administration: Factors affecting wage/ salary, objective of wage and salary administration, Employee Benefits, Principle of employee benefit programme, Employee Service. Recent Trends in HRM Visit/Research organizational Practices of Wage and salary administration and submit a Report	15 Hours
Note: Note: Relevant audio, video CDs and caselets should be discussed.		
Reference Books:		
<ol style="list-style-type: none"> <li>1. Human Resource Management, B.B. Mahapatro,</li> <li>2. Human Resource Management, Dipak Kumar Bhattacharyya,</li> <li>3. Human Resource Management, Garry Dessler,</li> <li>4. Personnel &amp; Human Resource Management, Edwin Flippo,</li> <li>5. Personnel Management, S. Seetaraman &amp; B. Venkateswara Prasad,</li> <li>6. Human Resource Management, P. Subba Rao,</li> <li>7. Human Resource Management, VSP Rao</li> </ol>		

<b>S2.7 Operations Management in Rural Perspective</b>		
Marks : 80 + 20		Total Hours of Teaching: 60 Hours
Syllabus Contents:		
Unit 1:	The Production / Operation Function, Operations Management Decisions, Operations Strategy, Significance of Operations Management In Manufacturing And Service Environment, Interface of Operations Function With Other Functional Areas, Productivity – Meaning, Measures of Productivity, Work Study. Study of manufacturing plant in nearby area and its operations.	15 Hours
Unit 2:	Manufacturing Processes – Types and features, Facility Location – Factors for selection, Facility Layout – Types and features, Production Planning and Control – Need, Objectives, Functions; Materials Management – Objectives, Types and Costs associated. Visit an organization and enlist various factors considered for finalizing its location. Study layout of any one organization.	15 Hours
Unit 3:	Peasants, Proprietorship, Cooperative Farming, Capital Farming, Corporate Farming, Land Tenure Systems and Agricultural Production Management - Rural Godowns, Agriculture Supply Chain. Study supply chain of any one agri commodity in detail.	15 Hours
Unit 4:	Technology management – Effects on consumers and producers, Advantages and disadvantages of technology; Emerging technologies in agriculture – Green houses, Automation; Agro processing industries Visit an agro processing industry / green house. Discuss various new technologies used by them.	15 Hours

Note: Note: Relevant audio, video CDs and caselets should be discussed. Emphasis should be given industry visits.

Reference Books:

1. Chunawala Patel – Production And Operations Management – Himalaya Publishing House, Mumbai
2. R. Pannerselevam – Production And Operations Management – Eastern Economy Edition, New Delhi
3. Buffa E. S. – Operations Management
4. Robertson C.A. – ABN Introduction To Agricultural Production Economics And Farm Management – Tata Mcgraw Hill
5. Heady, Earl. O And Jensen Herald R. – Farm Management Economics – Prentice Hall
6. Barnard C.S. And Nix J.S. – Farm Planning And Control
7. Blake C.D. – Fundamentals Of Modern Agriculture
8. Sadhu And Singh – Fundamentals Of Agriculture
9. Agrawal A.N. – Indian Agriculture
10. Sharma A.N. And Sharma V.K. – Elements Of Farm Management

### S2.8 Agriculture Business Management

Marks : 80 + 20

Total Hours of Teaching: 60 Hours

Syllabus Contents:

Unit 1:	Introduction to Agribusiness: Nature, definition, scope and functions. Agribusiness input and output services, Difference between farm and nonfarm sectors, Importance of small agribusinesses, Successful Agri-business enterprises. Visit a successful entrepreneur in agriculture nearby and study his qualities.	15 Hours
Unit 2:	Agricultural Marketing: Definition of market and agricultural marketing, Royal Commission on Agriculture, Agricultural Marketing Organizations, Bureau of Indian Standards (BIS). National Agriculture Policy of India Study of various marketing innovations and discuss it in classroom.	15 Hours
Unit 3:	Agro-processing industries in India: Management and processing of Sugar industry- Dairy processing –cotton textiles – Oil Seeds processing- Sericulture, Horticulture, and floriculture processing – medicinal plants. Problems and prospects of Agro-processing industries in India. Study any one agro processing industry and make a report.	15 Hours
Unit 4:	Business Legislation: Essential Commodities Act, Food Adulteration Act, Food safety and standards, consumer protection Act. Recent Trends in Agri-business management: ITC e-choupal, precision farming, and logistics in agri products in India. Case study of recent trends in agriculture should be solved.	15 Hours

Note: Note: Relevant audio, video CDs and caselets should be discussed.

Reference Books:

1. M.Upton & B.O. Anloio - "farming As a Business" Oxford university press. New York
2. 'S.S. Achary' N.L. Agarwal - "Agricultural Marketing in India.
3. 'S.K. Misra' V.K. Puri - Indian Economy', Himalaya publishing House Mumbai.
4. Bhawe S.W.' - "Agri-Business management in India"
5. 'Smita Diwase' - "Agri-Business Management", Everest Publishing House Pune-4