

**School of Rural Management (SRM)**  
@  
**National Livelihood Resources Institute (NLRI), Ratlam, Madhya Pradesh**

**Post Graduate Diploma in Rural Management**

**The Syllabus**

**PGD/RM/101**

**Field Induction**

**1.5 Credits**

**Objectives**

The objective of this course is to enable students to develop their professional capabilities through field work in real life work situations in the field of Rural Development and Natural Resource Management. The course also aims to give students the opportunity to engage with future potential employers and to give them an insight in the practicalities of working environments.

After completion of this course the student shall be able to:

- In written and oral form, present and critically evaluate, work life situations in Rural Development and Natural Resource Management, in relation to theories and methods of Rural Development and Natural Resource Management;
- Reflect, in written and/or oral form, on the role of science in the practical work of rural development; and
- Reflect, in written and/or oral form, on ethical dilemmas of working in the field of rural development

**Course Contents**

In this course students have the opportunity to integrate, explore and evaluate, previously learned knowledge and skills within the program, in a relevant work life setting. The course is designed as a project course, in which students are given particular assignments (reflective diaries, critical essay etc) to accomplish in the field. Students can choose if they want to work in groups or individually.

PGD/RM/102

Managerial Economics (ME-I)

2 Credits

**Objectives**

- The main objective of this course is to provide the students an appreciation of the use of the concept and tools of economics analysis in relation to managerial decision making; and
- To enable them to understand the economic forces governing industry and business.

**Course Contents**

<b>Unit-1</b>	<b>Introduction to Managerial Economics :</b> Nature and Scope of Managerial Economics – Role and responsibilities of Managerial Economists – Micro Economics and Managerial Economics – Basic concepts of Managerial Economics – Objectives Of a firm.
<b>Unit-2</b>	<b>Demand Analysis and Theory of Consumer Choice:</b> Individual and market demand functions – Law of demand, determinants of demand, Elasticity of demand – Using elasticity of demand in managerial decisions - Demand Forecasting, Methods of demand forecasting for new products and established products – Law of Supply and Elasticity of Supply- Cardinal utility approach-Indifference curve approach-Revealed Preference Theory of consumer choice.
<b>Unit-3</b>	<b>Production Theory:</b> Production function – Types of production function, Isoquant approach, Cobb – Douglas production function and its properties – Law of variable proportions – Law of returns to scale - Economies of scale, short run and long run cost function - nature, shape and inter relationship- Break Even Analysis – Linear Programming (graphical method) - Input - Output Analysis.
<b>Unit-4</b>	<b>Market structure and Pricing:</b> Perfect competition, monopoly, imperfect Competition, pricing under different market structure price discrimination.

**References**

1. Micro Economics - N.C.Roy
2. Romgarajan C & Dholakia B.H. ; Principles of Macro economics
3. Henderson James and Quandt RE ; Micro economic theory McGraw Hill
4. Bransan William, H ; Macro economic : Theory and Policy; Harfar & Rom Pub.
5. Parkin Michael : Micro Economics ; Addison Wesley pub.
6. Lindaver John ; Macro economics : John Willey and sons
6. Evans Michael; Macro economic activity: Harfpar & Rule pub.
7. Shapiro Edmand; Macro economic Analysis: Harcourt of world in.
8. Dholakia R.H.; Micro economic for Management studies Oxford University

PGD/RM/103

Managerial Accounting

2 Credits

### Objective

The main objective of this course is to provide the students an understanding of basic concept of accounting as it may serve as an information and interpretation tool, the students shall also be acquainted to various software packages, which help in management accounting.

### Course Contents

<b>Unit-1</b>	<b>Accounting and its functions:</b> Accounting concepts, standards and systems, Principles of Double entry book keeping system, Account books and ledgers, computerized accounting system.
<b>Unit-2</b>	<b>Trial balance:</b> The objects and scope, Preparation of final accounts, Construction and analysis of profit and loss Account and Balance Sheet.
<b>Unit-3</b>	<b>Analysis and Interpretation of Financial Statement:</b> Concept, Tools for financial statement, Analysis: Comparative and common size statements, Ratio analysis, Flow statements.
<b>Unit-3</b>	<b>Cost Accounting:</b> Concept, Objectives, Types of cost, Cost systems, Costing technique, historical costing and absorption costing, marginal costing and standard costing.
<b>Unit-4</b>	<b>Budgeting control:</b> Concept. Uses and limitations of budget and budgetary Control, Types of budget, Functional budget, Fixed and flexible budget, Zero-based budgeting.

### References

1. Ghosh: T.P; 'Fundamentals of Accounting', S. Chand & Co, New Delhi
2. Bhattacharya.S.K. and John Dearden; 'Accounting for Management' Text and cases; Vani Book House, New Delhi; 1984.
3. Hingorani & Ramanathan, 'Management Accounting Problems and Solutions'; S.Chand & Co; 2003.
4. Horngren, Charles, T.; 'Introduction to Management Accounting', Prentice Hall of India, 1984.
5. Vij. Madhi, 'Financial and Management Accounting', Anmol Publications, New Delhi 1997.

PGD/RM/104

Rural Society and Polity

2 Credits

**Objectives**

The main objective of this course is to provide an understanding of basic concept of rural area and its society, different issues, challenges and approaches for the development.

**Course Contents**

<b>Unit-1</b>	<b>Understanding Rural Areas and Rural Development:</b> What is rural area, Definition of urban area, Statutory towns, Census town, urban agglomeration (UA), out growths (OGs), Methodologies to define rural, and Criteria for distinguishing the rural social world from the urban social world, what is rural development.
<b>Unit-2</b>	<b>Rural society in India:</b> Social differentiation and stratification of rural society, Indological Perspective, Structural- Functional Perspective, Marxian Perspective, Subaltern Perspective, Non- Brahmanical Perspective, Jajmani System in Rural Society.
<b>Unit-3</b>	<b>Concept of development, social justice &amp; weaker sections of society:</b> Meaning of Development, concept of underdeveloped-developing and Third World countries, Defining social justice, types, weaker sections of the society, Basis for identifying weaker sections of society
<b>Unit-4</b>	<b>Social exclusion &amp; Social capital:</b> Definition and multidimensionality of social exclusion, active and passive exclusion, Types of Capital, Sources and Dimensions of Social Capital of Social Capital.
<b>Unit-5</b>	<b>Growth with equity and inclusive growth:</b> Understanding the concept of growth, Equity: concept and meaning, gender equity, factors influencing equity, growth versus equity, Concept of inclusive growth.
<b>Unit-6</b>	<b>Gender and development:</b> Differences related to sex and to gender, Women's triple roles, Gender needs, Women In Development (WID) and Gender And Development (GAD).
<b>Unit-7</b>	<b>Participatory approaches to rural development and social development:</b> Questions on Participation, Supply Driven Development, Participatory Development, Sustainable Development, Demand/Community Driven Development People Centered/Controlled Development, Rights Based Approach, shifts in development approaches, Distinction between participation in development and participatory development, Typology of participation.

## References

1. Vivek P. S, Sociological Perspectives and Indian Sociology, Himalaya Publishing House, Mumbai, 2002.
2. Das Veena, Critical Events, An Anthropological Perspective on Contemporary India, Oxford University Press, New Delhi, 1995.
3. A.R. Desai (Ed). Introduction of Rural Sociology in India. C.B. Mammoria. Indian Social Problems
4. Abraham M. F, Modern Sociological Theory, OUP, New Delhi, 1990
5. Shah Ghanshyam, Social Movements and the State, Sage Publications, New Delhi, 2002.

PGD/RM/105

**Research Methodology and Analytical Techniques**

**2 Credits**

## Objectives

The objective of this course is to develop an understanding of research methodology. The focus will be on process and techniques of research.

## Course Contents

<b>Unit-1</b>	<b>Research Methodology:</b> What is Research, Features of Good Research and Role of Research in important areas of Management, Research Process, Exploratory research, Conclusive research, Experimental research or hypothesis testing research.
<b>Unit-2</b>	<b>Analytical Techniques:</b> Data, Methods of data collection, Sampling methods, Experimental Designs, Data Measurements, Data Measurements, Scaling Techniques, Analysis of Quantitative Data.
<b>Unit-3</b>	<b>Data presentation and summarization:</b> Tables, Frequency distribution, Charts / Graphs, Measure of central tendency (Arithmetic mean or average, Median, Mode)
<b>Unit-4</b>	<b>Data presentation and summarization:</b> Measures of Dispersion (Range, Variance, Standard deviation, Coefficient of variance), Correlation and Regression, How to know the existence of relationship between two variables.

## References

1. P.K. Viswanathan (2003), Business statistics – an applied orientation; published by Pearson Education (Singapore) Pvt Ltd.
2. Richard I. Levin and Davis S. Rubin (2008), Statistics for management, 7<sup>th</sup> edition, published by Prentice Hall of India Pvt. Ltd., New Delhi.
3. Gupta. S.C (2008), Fundamentals of statistics, 6<sup>th</sup> edition, Himalaya Publishing House.

4. Ahuja Ram (2007), Research methods, Rawat Publication, New Delhi.
5. Singh Y.K. and Bajpai R.B. (2007), Research methodology – data presentation, Vol.APH, Publishing Corporation, New Delhi.

PGD/RM/106

ICT for development

1 Credits

### Objectives

The course objective is to acquaint the student with the knowledge and the use of computers and simple applications of computers in managerial decisions. Efforts will also be made to provide them an orientation about the increasing role of computer in corporate/business world.

### Course Contents

<b>Unit-1</b>	<b>Concepts of computers:</b> Brief history of computers, generation and its evolution, characteristics of computer, hardware and soft wear, introduction to computer language, main area of computers and their applications, types of computes.
<b>Unit-2</b>	Input-output devices, storage units, memory types, memory units, generation and types of micro processors.
<b>Unit-3</b>	Data and information-data definition, data processing system, data type numeric, alphabetic, audio, graphic, video and their presentation; data processing-introduction to data processing, computer as a tool for data processing, data processing cycle, data processing techniques, data analysis, data inputs and outputs, data processing management and data security.
<b>Unit-4</b>	Introduction to operating system, MS windows and UNIX, MS office (MS Word, MS Power Point, MS-Excel, MS Access and use of various management software's like SPSS.
<b>Unit-5</b>	Introduction to LAN, WAN, MAN, internet and search engines.

### References

1. Lucas.2004. Information technology for management, McGraw Hill.
2. Norton P.1998. Introduction to computers. 2<sup>nd</sup> edition. Tata McGraw Hill.
3. Rajaraman V.2006. introduction to information technology. Prentice Hall of India.

PGD/RM/107

Managerial Economics (ME-II)

2 Credits

### Objectives

The main objective of this course is to provide the students an appreciation of the use of the concept and tools of economics analysis in relation to managerial decision making and to enable them to understand the economic forces governing industry and business.

### Course Contents

<b>Unit-1</b>	<b>Profit Management:</b> Nature and concept of profit, Measurement of profit, Concept of Risk and Uncertainty, Theories of Profit Planning and Forecasting Profit Policies
<b>Unit-2</b>	<b>Macro economic:</b> A simple theory of Income determination, Aggregate Demand and Aggregate supply, Deficient and Excess Demand.
<b>Unit-3</b>	<b>Regulatory Economic Polices:</b> Fiscal Policy, Monetary Policy
<b>Unit-4</b>	<b>Forms of economic organization:</b> Capitalism, Socialism and Mixed Economy.

### References

1. Micro economics - N.C.Roy
2. Romgarajan C & Dholakia B.H. ; Principles of Macro economic
3. Henderson James and Quandt RE ; Micro economic theory McGraw Hill
4. Bransan William, H ; Macro economic : Theory and Policy; Harfar & Rom Pub.
5. Parkin Michael : Micro Economic ; Addison Wesley pub.
6. Lindaver John ; Macro economic : John Willey and sons
6. Evans Michael; Macro economic activity: Harfpar & Rule pub.
7. Shapiro Edmand; Macro economic Analysis : Harcourt of world in.
8. Dholakia R.H.; Micro economic for Management studies Oxford University

PGD/RM/108

Financial Management

2 Credits

**Objectives**

On completion of the course, the students will be able to gain knowledge on the fundamentals of financial management covering appraisal of investments and capital structure decision, working capital decision and dividend decisions

**Course Contents**

<b>Unit-1</b>	<b>Management:</b> Concept – Goals – Functions – Concepts of value and return: Time value of money – Compounding and Discounting – Risk and return trade off.
<b>Unit-2</b>	<b>Investment Decision:</b> Concept – Nature of Capital Budgeting, Evaluation Techniques, Pay back, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques – Capital rationing – Concept and Measurement of Cost of Capital – Specific and Overall cost of Capital.
<b>Unit-3</b>	<b>Financial Decisions:</b> Types and sources of long term capital, Capital Structure – Meaning, financial leverage and operating leverage – Capital Structure theories: Net income approach, Net operating income approach, Traditional approach, MM Hypothesis - Determinants of capital structure.
<b>Unit-4</b>	<b>Working Capital Management:</b> Working Capital – Concept, need determinants – estimation of working capital – Components of working capital : Cash, Inventory and Receivables , Working capital financing : Trade Credit, Bank finance and Commercial papers.
<b>Unit-5</b>	<b>Dividend Decisions:</b> Issues in dividend policy, Walter’s model, Gordon’s model M.M. Hypotheses –Objectives of dividend policy – Practical considerations – Forms of dividend

**References**

1. James C.Van Horne - Financial Management and policy, Prentice Hall of India, New Delhi, 1985.
2. Johnson.R.W. – Financial Management, Prentice Hall of India, 1986.
3. Brigham.E.F. – Financial Management – Theory and Practice, Dryden Press, Illinois 1986
4. Pandey.I.M. – Financial Management, Vikas Publishing House, New Delhi, 2006
5. Khan and Jain – Financial Management, Tata McGraw Hill, Bombay 2005.
6. Munshi.K.G. – Financial Management Techniques, Arina publishers, Delhi



PGD/RM/109

Marketing Research (MR)

2 Credits

### Objectives

The main objective of this course is to provide the students an appreciation of the use of the concept and tools of research in market perspective.

### Course Contents

<b>Unit-1</b>	<p><b>Course Overview</b> Welcome and Introductions, Course Format, Deliverables, esp. Research Project, Market Research Foundations, Review of the Marketing Mix, Research &amp; Decision Making, Overview of the Research Process, Introduction to Market Research.</p>
<b>Unit-2</b>	<p><b>Research design:</b> Research design and methods of data collection, elements of research design, sampling process, fundamentals of measurement and scaling; non comparative scaling techniques (continuous rating scale, scale evaluation, reliability and validity and their relationship).</p>
<b>Unit-3</b>	<p><b>Designing questioner:</b> Process, questioner design check list, Coding, code book, coding questioner, pre-testing, data collection and preparation</p>
<b>Unit-4</b>	<p><b>SPSS labs:</b> Get an overview of SPSS , Set up a code book and data file (including but not limited to creating label variables and values, setting missing values, setting decimals, setting column widths), Learn descriptive statistics, Learn how to do basic graphs, Do cross-tabs and use chi-square, Run one-way ANOVA, Do an independent samples t-test, Use Pearson correlation.</p>

### References

1. Marketing Research Essentials, 5<sup>th</sup> Edition, C. McDaniel & R. Gates.
2. Business-to-Business Marketing Research, 1<sup>st</sup> Edition, M. Block & T. Block.

PGD/RM/110

**Rural Development and Management (RDM-I)****2 Credits****Objectives**

The Main objective of the course is to introduce the students to the concept, understanding and practices of realities of rural India, its economic strength, weaknesses, opportunities and threats in changing global context.

**Course Contents**

<b>Unit-1</b>	Meaning of development, Nature and features of rural economy of India, Dimension, dynamics and Magnitude of rural population; Rural poverty and development dimension; Problems of rural unemployment-specially disguised unemployment causes and remedies, Livelihood approach.
<b>Unit-2</b>	Indian agriculture production system-role, problems, and gender equity, Resource structure, growth opportunities, Agricultural finance and rural indebtedness, Development strategy: Centralization vs. Decentralization.
<b>Unit-3</b>	The structure and function of the Union Govt., State Govt., Panchayati Raj Institutions and Urban Local Bodies, Union –State Legislative, Executive and Fiscal relationships

**References**

1. Amartya Sen, Resources, Value and Development., Basil Blackwell.
2. Rakesh Hooja & P.C. Mathur, Dist & Decentralized Planning, Rawat.
3. B.C. Mehta, Rural Poverty in India, Concept, Pub.
4. Globalisation and Development studies – Ed. Frans J Schunrman
5. Planning, Politics, Administration – G. Hyden
6. Managing Rural Development – R. Chambar

PGD/RM/112

**Human Resource Management****1 Credits****Objectives**

The objective of the course is to expose the learner to the field of human resource management. The focus will be on human resource practice and their utility for managers.

**Course Contents**

<b>Unit-1</b>	<b>Introduction to Human Resources Management:</b> Human Resource Planning- Nature and significance, job analysis, job description, job specification, job enlargement, job enrichment, job evaluation.
<b>Unit-2</b>	<b>Performance Appraisal:</b> Significance and methods, compensation management, wage and salary. <b>Administration:</b> course objective; wage fixation; fringe benefits, incentive payment, bonus and profit sharing;

	Quality of work life, employee welfare measures, health and safety of human resources; human resource accounting, human resource outsourcing. Recruitment and selection process, induction, training.
<b>Unit-3</b>	<b>Human resource development-</b> Nature, significance, process and techniques, internal mobility including transfer, promotions, employee separation.

## References

1. Subba Rao P. 2004. Essentials of human Resource Management and industrial Relations. Himalaya Publ. House.
2. Ashwathapa K. 1997. Human Resource Management. Tata McGraw.
3. Flippo EB.1984. Personnel, Management. McGraw-Hill.

**PGD/RM/114**

**Rural Product Marketing**

**2 Credits**

## Objectives

Main objective of the course is to introduce the students to the concept, understanding of rural India market, Rural Consumer Buying Behavior and Rural Marketing Strategies.

## Course Contents

<b>Unit-1</b>	<b>Introduction:</b> Definition, Scope of Rural Marketing, Concepts, Components of Rural Markets, Classification of Rural Markets, Rural versus Urban Markets.
<b>Unit-2</b>	<b>Rural Marketing Environment:</b> Population, Occupation Pattern, Income Generation, Location of Rural Population, Expenditure Pattern, Literacy Level, Land Distribution, Land Use Pattern, Irrigation, Development Programs, Infrastructure Facilities, Rural Credit Institutions, Rural Retail Outlets, Print Media in Rural Areas, Rural Areas Requirement, Problems in Rural Marketing, Rural Demand, Rural Market Index.
<b>Unit-3</b>	<b>Rural Consumer Behavior:</b> Consumer Buying Behavior Models, Factors Affecting Consumer Behavior, Social Factors, Technological Factors, Economic Factors, Political Factors.
<b>Unit-4</b>	<b>Characteristics of Rural Consumer:</b> Age and Stages of the Life Cycle, Occupation and Income, Economic Circumstances, Lifestyle, Personality and Brand Belief, Information Search and Pre Purchase Evaluation, Rise of Consumerism. Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.
<b>Unit-5</b>	<b>Rural Marketing Strategies:</b> Segmenting, Targeting and Positioning, Product Strategy, New Product Development, Branding in Rural India,

	<p><b>Distribution Strategy:</b>  Accessing Rural Markets, Coverage Status in Rural Markets, Channels of Distribution, Evolution of Rural Distribution Systems - Wholesaling, Rural Retail System, Vans, Rural Mobile Traders; The Last Mile Distribution, Haats/Shandies, Public Distribution System, Co-Operative Societies Behavior of the Channel, Prevalent Rural Distribution Models - Distribution Models of FMCG Companies</p>
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## References

1. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication
2. Rural Marketing, Pradeep Kashyap and Siddhartha Raut, Biztantra
3. Rural Marketing - C G Krishnamacharyulu, Lalitha Ramakrishnan - Pearson Education

PGD/RM/115

**Organizational Behavior and Organizational Development**

**3 Credits**

## Objectives

The objective of the course is to give student an understanding on organizational structure and its functioning. The focus will be on organizational behavior and its development.

## Course Contents

<b>Unit-1</b>	<p><b>Organizational Behavior:</b>  Nature, scope, significance of organizational behavior; evolution and historical background of organizational behavior; models of organizational behavior, foundation of individual behavior, micro- organizational behavior- personality, self concept, self esteem, self efficiency, attitudes, perception, power- types and structures.</p>
<b>Unit-2</b>	<p><b>Organizational culture or climate:</b> concept dimension, ethos, determinants;  <b>Organizational conflicts:</b> concepts, sources, implications and management</p>
<b>Unit-3</b>	<p><b>Organizational Development:</b>  Concept, objective, nature and significance of organizational development, historical prospective of OD, culture and process of OD, implementation of OD, Programs, intervention, OD approach in India and Indian industry.</p>
<b>Unit-4</b>	<p><b>Organizational culture:</b>  Meaning , characteristics and process of organizational culture, evolution of culture, type of culture, various aspects of culture, system analysis, concept of organization culture, maintaining of uniform culture.</p>
<b>Unit-5</b>	<p><b>Organizational climate:</b>  Concepts, factors effecting Organizational climate, management of Organization, present position of Organizational climate in Indian Organization.</p>

## References

1. Fred luthans. 1998. Organizational Behaviour. Tata McGraw Hill. Harold Koontz and Keing weighhrich. Essentials of management. McGraw Hill.
2. Robert C Appleby. 1997. Modern Business Administration. McMillan India.
3. Stephen P Robbins. 2007. Organizational Behavior. Prentice Hall Stoner James AF. 2005.
4. P.P singh- Modern Organizational Development and Change-Deep
5. C.B Gupta- Management Theory and Practices- Sultan Chand Pub.

PGD/RM/116

Project Management and Evaluation

2 Credits

## Objectives

The Main objective of the course is to introduce to the students the concept, understanding and practices of Project Management in the content of Rural Development.

## Course Contents

<b>Unit-1</b>	<b>Introduction:</b> Concept of Project, Programme and ongoing activity.
<b>Unit-2</b>	<b>The concept of rural Project Management:</b> Special feature of rural Environment, Rural Project Management, Functional Dimensions.
<b>Unit-3</b>	<b>Project Management Cycle:</b>
<b>Unit-4</b>	<b>Planning and the initial tasks of Management</b> Support studies, Project Environment, Identification, Feasibility studies.
<b>Unit-5</b>	Project designing, logical frame work, Plan of work, Work analysis, Scheduling, Tentative plan of work – Monitoring and control <b>Project Appraisal</b> – Methods and their merits ,Supervision and Delegation, Internal and external communication. Types design for conducting evaluation.

## References

1. Goel B.B. Project Management – A Development Perspective , Deep & Deep, New Delhi 1987
2. Nair B.M. – Project Management – Scheduling and Monitoring PERT/CPM. Van Sahibabad 1985
3. Maylor Harvey : Project management Pitman Publishing 2000
4. Rao. P.C.K. – Project Management & Control, Sultan Chand and sons Publisher.
5. Srivatava U.K. – Project Planning, Financing Implementation and Evaluation, IIM, Ahmedabad.

PGD/RM/117

**Rural Development and Management (RDM-II)****3 Credits****Objectives**

The Main objective of the course is to introduce the students to the concept, understanding and practices of realities of rural India, its economic strength, weaknesses, opportunities and threats in changing global context.

**Course Contents**

<b>Unit-1</b>	Social Movements, Nature, Characteristics of Social Movement, Theories of Social Movements, Social Movements in India, Social Movement and Social Change
<b>Unit-2</b>	<b>Natural Resources:</b> Concept, Current status, issues/ problems/challenges.
<b>Unit-3</b>	Concepts, Elements & Analysis of Livelihood Frameworks: Understanding on concepts of Livelihood frameworks, relationship, relevance of various livelihood promotion initiatives.
<b>Unit-4</b>	National flagship programs for development.

**References**

1. Dhanagare D. N., Peasant Movements in India- 1920-1950; Oxford University Press, New Delhi, 1983.
2. Oomen T. K., Social Movements; ICSSR Survey of Literature, Satvahan Publications, New Delhi, 1985.

PGD/RM/118

**Social Entrepreneurship****2 Credits****Objectives**

The Main objective of the course is to acquire theoretical knowledge in social entrepreneurship development, develops aptitude and skills in identifying and selecting business ventures prepare a project proposal for funding.

**Course Contents**

<b>Unit-1</b>	<b>Social Enterprise:</b> Definition, Hypothesis, types and models.
<b>Unit-2</b>	<b>Concept of Entrepreneurship :</b> Entrepreneurship as a Career ,Entrepreneurial traits, types; Theories of Entrepreneurship Development – Knowledge, Skill required for an Entrepreneur,
	<b>Development of Women Entrepreneurs:</b>

<b>Unit-3</b>	Prospects and Problems of Entrepreneurship in Rural Sector -Entrepreneurship: Growth and trends in India.
<b>Unit-4</b>	<b>Entrepreneurial Motivation and Competencies –</b> Motivation Theories, Factors Motivating Achievement – Major Entrepreneurial Competencies, Developing Competencies – Experiences with Entrepreneurship Development Programme in India: Planning, Implementation and Evaluation.

## References

1. Ashis Gupta Indian Entrepreneurial Culture, Wishwa Prakashan Ltd., Surrey, UK., 1994.
2. Colombo Plan Entrepreneurship Development, Staff College Tata McGraw-Hill, New Delhi, 1998 for Technician Education
3. Malli D.D. Training for Entrepreneurship and Self-Employment. Mittal, New Delhi, 1999. Khanka S.S. Entrepreneurial Development, S Chand & Co., New Delhi
4. Batra G.S. Development of Entrepreneurship, Deep & Deep, Delhi, 2002.
5. Leadership That Facilitates Societal Transformation – An Exploratory Study -Sarah H Alvord, David Brown and Christine W Letts

**PGD/RM/E/119; PGD/RM/E/123**

**Electives I & II**

**3 Credits each**

### (A) Rural Natural Resource Management.

1. **Natural Resource Management.**
2. **Community based Natural Resource Management.**

## Objectives

The Main objective of the course is to enable students to have theoretical and practical understanding of environmental related issues for effective contributions to solving environmental problems in natural resource management.

## Course Contents

<b>Unit-1</b>	<p><b>Ecology, Ecosystems Towards Sustainability:</b></p> <p>Introduction, Introduction, Population ecology, Community ecology, Ecosystem conservation, Global ecology/ Threats to Ecosystems, Sustainability.</p> <p><b>Biodiversity And Biosystematics.</b></p>
	<p><b>Fundamentals Of Natural Resources:</b></p> <p>Concept of resource, classification of natural resources. Factors influencing</p>

<b>Unit-2</b>	resource availability, distribution and uses. Interrelationships Among different types of natural resources. Concern on Productivity issues. Ecological, social and economic dimension of resource management Introduction to Natural Resource Bases, Forest resources, Land resources, Water resources, Energy resources, Food resources.
<b>Unit-3</b>	<b>Mineral resources:</b> Use and exploitation, environmental effects of extracting and using mineral Resources, case studies.
<b>Unit-4</b>	<b>Resource Management Paradigms:</b> Resource management the evolution and history of resource management paradigms. Resource conflicts: Resource extraction, access and control system. <b>Approaches in Resource Management:</b> Ecological approach; economic approach; ethnological approach; implications of the approaches; integrated resource management strategies. Poverty and implications in Resource Management in developing countries – Poverty in developing countries, causes and link with resources scarcity and poverty.
<b>Unit-5</b>	Natural Resources Governance And Policy.
<b>Unit-6</b>	<b>Society, Ethics And Participatory Development:</b> Role of society in NRM, Participatory Development, The Ethics of development, Sustainable natural resources management and development.
<b>Unit-7</b>	Introduction to livelihoods and relation with Natural Resource Management, Non-Timber Forest Products (NTFP) as a source of rural livelihood

## References

1. Barber, E., Economics, Natural Resources Scarcity and Development, Earthscan, London, 1989, ISBN:
2. Dankelman, I. Davison, J., Women and Environment in The Third World, Earthscan, London, 1988, ISBN:
3. Dixon, J.A., Carpenter, R.A. Fallon, L.A. Sherman, P.B., Manipomoke, S., Economic Analysis of the Environmental Impact of Development Projects, Earthscan, London, 1988, ISBN:
4. Fernie, J., Pitkethly, A.S, Resources Environment and Policy, Karper and Row, London, 1985, ISBN:
5. World Commission on Environment and Development, Our Common Future, , 1987, ISBN:



**(B) Sustainable Livelihood Management.**

1. **Farm based Sustainable Livelihood Management.**
2. **Non farm based Sustainable Livelihood Management.**

**Objectives**

The Main objective of the course is to enable and develop a basic understanding on the concept and approaches of livelihoods, understand the different livelihood strategies adopted by people and institutions working with the poor in farm and non-farm sectors Use different tools and techniques to assess livelihood options and design livelihoods interventions

**Course Contents**

<b>Unit-1</b>	<b>Basics of livelihoods:</b> Meaning of livelihoods, Definition of livelihoods,
<b>Unit-2</b>	<b>Livelihood strategies:</b> Livelihood portfolio of rural poor, Agriculture, Migration, Diversification, Sectoral Approaches in Livelihoods
<b>Unit-3</b>	<b>Sustainable Livelihood Approaches:</b> Sustainable livelihood principles, Livelihood frame-works,
<b>Unit-4</b>	<b>Livelihood Promotion:</b> Livelihood promotion by different agencies, Major livelihood programs in India, Challenges in livelihood promotion,
<b>Unit-5</b>	<b>Livelihood Mapping:</b> Tools and techniques for livelihood mapping and sub sector analysis

**References**

1. Livelihoods of rural poor (SOIL 2008 report).
2. Robert Chambers and Gordon R. Conway: Sustainable Rural Livelihoods: practical concepts for the 21st Century.

## (C) Small Business Enterprise Management

1. Farm Based
2. Non farm Based

### Objectives

The Main objective of the course is to acquire theoretical knowledge in entrepreneurship development, develops aptitude and skills in identifying and selecting business ventures prepare a project proposal for funding.

<b>Unit-1</b>	Overview of the Participatory Agro enterprise Development Approach
<b>Unit-2</b>	Marketing Basics
<b>Unit-3</b>	Institutional Preparation and Planning ,Tools for Working with a Community
<b>Unit-4</b>	Management Agribusiness, Agri – enterprise
<b>Unit-5</b>	Enterprise selection, evaluation
<b>Unit-6</b>	Product Screening and market Opportunity Identification
<b>Unit-7</b>	Identification and selecting of Best Practices for Agri – Enterprise Options
<b>Unit-8</b>	Value Chain Analysis
<b>Unit-9</b>	Developing an Enterprise Business Plan
<b>Unit-10</b>	Evaluating Progress and Scaling Up
<b>Unit-11</b>	Basics of Enterprise economics

### References

1. The Wealth Choice                      Denis Kimbro
2. Startup Rising                              Christopher S
3. Secrets of Silicon Valley              Deborah Perry
4. Strategic Planning for the Family Business    Randle Carlock & John Ward

PGD/RM/120

Strategic Management

3 Credits

### Objectives

The Main objective of the course is to develop and enhance decision making abilities within the students for situations of uncertainty and in a dynamic business environment.

### Course Contents

<b>Unit-1</b>	<b>Concept of Strategy :</b> Defining strategy, levels at which strategy operates, strategic Planning, Strategic Management, Process, Approaches to strategic decision making, Mission and purpose, objectives and goals, Policy, Strategic Business Unit.
<b>Unit-2</b>	<b>Environmental Analysis and Diagnosis:</b> Concept of environment and its components; environment scanning and appraisal; organizational appraisal; strategic advantage analysis and diagnosis; SWOT analysis.
<b>Unit-3</b>	<b>Strategy Formulation and Choice of Alternatives:</b> Strategies –modernization, diversification, integration; merger, take-over and joint strategies; turnaround, divestment and liquidation strategies; process of strategic choice – industry, competitor and factors affecting strategic choice; generic competitive strategies – cost leadership, differentiation focus, value chain analysis, bench marking and service blue printing.
<b>Unit-4</b>	<b>Functional Strategies:</b> Marketing, production / operations and R&D plans and policies – Personnel and financial plans and policies.
<b>Unit-5</b>	<b>Strategy implementation:</b> Inter-relationship between formulation and Implementation; issues in strategy implementation; Resource allocation. Strategy and structure; structural considerations, structures for strategies; organizational design and change.
<b>Unit-6</b>	<b>Strategy evaluation:</b> Overview of strategic evaluation; strategic control; techniques of strategic evaluation and control, role of information in strategic control, MIS.

### References

1. Srivastava, R.M., International Strategic Management, Himalaya Publishing House, New Delhi.
2. Srinivasan. R., Strategies Management: The Indian Context, New Delhi,2005.
3. Cherunilam, Francis, Strategic Management, Himalaya Publishing House, New Delhi, 2005.
4. Hax-Majluf, Strategy Concept and Process, Pragmatic Approach, PrenticeHall, New Delhi, 1988.

PGD/RM/121

**Rural Finance & Banking****2 Credits**

**Objectives** The Main objective of the course is to introduce to the students the concept and understanding on importance of rural finance and its different dimensions.

### Course Contents

<b>Unit-1</b>	<p><b>Rural finance:</b> Understanding on and importance of rural finance, present situational overview, MDG Challenges, perspective of rural finance, Rural Agri-culture finance, sources, understanding rural client and their financial need, Financial service needs.</p>
<b>Unit-2</b>	<p><b>Financial inclusion:</b> Understanding, Objectives, opportunity, Contemporary models and recent experiment, Theory of three pillars, New Banking Paradigm, bank initiatives, challenges.</p> <p><b>Financial Exclusion:</b> Understanding, causes, importance of financial literacy.</p>
<b>Unit-3</b>	<p><b>Financing to Agriculture sector:</b> Understanding, Overview of Financing to Agriculture sector in India, demand side of AF, supply side of AF, challenges in expanding AF.</p>
<b>Unit-4</b>	<p><b>Microfinance Models,</b> Co-operatives operation and reforms, PACS, Micro Insurance –Benefits and Challenges, commercial bank- banks-Policies and objectives before and after nationalisation of banks, Branch expansion policy and programmes. Emergence of RRBs policy, objectives, functions, progress and achievements.</p>

### References

1. Veerashekharappa, Institutional finance for rural development, Rawat publishing, Jaipur and Delhi.
2. K.Subramaniam and T.K. Velayudham, Banking reforms in India, Tata Mcgraw-Hill publishing Co. New Delhi.
3. Rais Ahmed, Rural banking and economic development, Mittal publications, New Delhi.
4. Tushaar Shah, Catalyzing cooperation: design of self-governing organization, Sage publications.

PGD/RM/122

Values and Ethics in Management

2 Credits

### Objectives

Main objective of the course is to introduce and deepen the understanding of the role of values and ethics and how they shape your decisions. Diagnose and develop your personal values, ethics and character strengths.

### Course Contents

<b>Unit-1</b>	<p><b>Understanding Your Values:</b> What are values, How are these different from beliefs, attitudes, personality Traits, virtues, character strengths, Self-diagnosis tools, linking your values with your voice and action.</p>
<b>Unit-2</b>	<p><b>Understanding Organizational Values:</b> Corporate Sustainability, Values and Culture; Understanding Sustainability, Evaluating the Triple Bottom Line,</p>
<b>Unit-3</b>	<p><b>Linking Values and Sustainability:</b> Values/Sustainability Gap Analysis, Moral Manager vs. Market Manager.</p>

### References

1. Messick, D. M., & Bazerman, M. H. (1996). Ethical leadership and the psychology of decision making. Sloan Management Review
2. Crane, A., Matten, D. (2010). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization. Oxford, UK.