

**KARNATAKA JAANAPADA VISHWAVIDYALAYA,
GOTAGODI, SHIGGAVI**



**Regulations and Revised Syllabus for
MBA in Rural and Tribal Management
(I to IV Semesters)**

Post Graduate Programme under Choice Based Credit System (CBCS)

(framed under section 43 (1) (i) of KARNATAKA JAANAPADA
VISHWAVIDYALAYA Act 2011)

(Draft copy approved by the Academic Council and Syndicate of the University, in their
meetings held on 30 June 2015 and 04 July 2015 respectively)

Regulations

Academic Regulations Governing the Post-Graduate Programme **MBA in Rural and Tribal Management** offered by Karnataka Jaanapada Vishwavidyalaya under Choice-Based Credit System (KJV-CBCS)

(framed under Section 44 (1) (i) of K.S.U. Act, 2011)

I. Title:

These Regulations shall be cited as Karnataka Jaanapada Vishwavidyalaya Regulations governing the **MBA in Rural and Tribal Management** (CBCS semesterized) Post Graduate Programmes of Faculty of Applied Folklore.

II. Extent of Application:

These Regulations will apply to Post Graduate Programmes in Management studies approved by the AICTE and being run in the Post Department of Studies in Rural and Tribal Management of Karnataka Jaanapada Vishwavidyalaya for the following courses, namely:

Master of Business Administration (MBA) in Rural and Tribal Management

These Regulations come into force from the date on which they are approved by the Chancellor or on such other date as directed by the Chancellor.

III. Definitions:

In these Regulations, unless otherwise mentioned:

- a. “University”, “Department”, and “Teachers” shall bear the same meaning as assigned to them under sec. 2 of the Karnataka Jaanapada Vishwavidyalaya Act 2011. University approved teachers are those who have been selected by a Selection Committee constituted as per the AICTE /UGC approved guidelines and those who have been appointed following all the norms for selection of these teachers and placed on a regular scale.
- b. ‘Post-Graduate Programmes’ means Master’s Degree Courses including P.G. Diploma. But excluding M. Phil and Ph.D. Programs.
- c. “Student” means the student admitted to Post-Graduate Programme and Post Graduate Diploma.
- d. “Degree” means Post-Graduate Degree i.e., MBA (Rural and Tribal Management).
- e. “Board of Studies” means P.G. Board of Studies of the University, Steering Committees of Diploma Programmes in the discipline / subjects concerned.
- f. “Academic Council” means Academic Council of Karnataka Jaanapada Vishwavidyalaya established according to the Karnataka Jaanapada Vishwavidyalaya Act, 2011;
- g. “Fee” means the Tuition fee prescribed by the University for the Post-Graduate Programmes from time to time;
- h. “Compulsory Courses” means fundamental papers which the student admitted to a particular Post-Graduate Programme should successfully complete to receive the MBA in Rural and Tribal Management and which cannot be substituted by any other course;
- i. “Optional Papers” means advanced paper and departmental choices that student can opt as a special paper under a particular Department only;
- j. “Credit” means the unit by which the course work is measured. For this Regulation, one credit means one hour of teaching work or two hours of practical work per week. Normally a Semester is of 16 weeks duration in any given academic year; as regards the marks for the courses, 1 Credit is equal to 25 marks, 2 credits is equal to 50 marks, 3 credits is equal to 75 marks and 4 credits is equal to 100 marks as used in conventional system.
- k. “Grade” is an index to indicate the performance of a student in the selected course. These Grades are arrived at by converting marks scored in each subject by the candidate after completing his/her internal assessment and semester end examinations. Each course carries a prescribed number of credits. These grades are awarded for each

subject after conversion of the marks and after completion of the examination in each semester.

- l. "Grade Point Average" or GPA refers to an indication of the performance of the student in a given semester. GPA is the weighted average of all Grades a student gets in a given semester. The GPA depends on the number of course a student takes and the grades awarded to him/her for each of the subjects so chosen.
- m. "Cumulative Grade Point Average" or CGPA refers to the Cumulative Grade Point Averages weighted across all the semesters and is carried forward. The circulations of the GPA, CGPA is shown at the end of this regulation.

IV. Minimum Eligibility for Admission and Admission Procedure:

- a. The students who have successfully completed the three-year / four-year Degree course or any other Degree course of this University or of any other University recognized as equivalent thereto by this University shall be eligible for admission to the Post graduate Programs under the KJU-CBCS Programme provided they also satisfy the eligibility conditions like percentage of marks etc. as may be prescribed by the AICTE, University, PG CET of Government of Karnataka etc.
- b. The admission procedure for the courses in the Faculty of Applied Folklore shall be as outlined below:

MBA- CBCS

- i. Admission to the MBA Programme is through a Common Admission Test conducted by the PG CET, Government of Karnataka. This process consists of Written Test conducted by the PG CET Cell.
- ii. The University shall also admit students through its own Entrance Test and counselling based on merit and reservations that are in vogue from time to time.
- iii. All eligible candidates seeking admission to MBA are required to take the PG CET conducted by the Government of Karnataka or Entrance Test Conducted by the University.

All admissions to Karnataka Jaanapada Vishwavidyalaya are made by the PG CET Cell through a state level counseling based on PG CET Rank merit and the reservations rules based on the seat matrix as announced by the Government of Karnataka from time to time or Entrance Test and counselling based on merit and reservations that are in vogue from time to time.

V. Duration of the Programme:

The Programme of study for the Post-Graduate Degree shall normally extend over a period of two academic years, each academic year comprising of two semesters, and each semester comprising of sixteen weeks of class work.

VI. Medium of Instruction:

The medium of instruction shall be English for all subjects.

VII. Minimum Credits and Maximum Credits:

- a. There shall be two categories of courses viz., **Compulsory and Optional**.
- b. Each course shall have a definite course objective, scheme of Evaluation including the components of Internal Assessment (IA) marks, Projects (if any), the number of contact hours, type of practical and the prescribed credits.

- c. The credits for each of Compulsory Course may vary from 2 to 4 credits; for Optional Course it may vary from 1 to 4.
- d. A student shall register for minimum credits for each of the four semesters as per table I under paragraph XII below. However to qualify for the Degree in Management – MBA (Rural and Tribal Management) under the Faculty of Applied Folklore, he/ she should have registered and cleared a minimum number of credits, which is indicated in the same table.

VIII. Course Structure:

- a. The students of Post Graduate programme shall study the courses as may be approved and prescribed by the Academic Council of the University from time to time subject to minimum and maximum credits as outlined in (XII) below.
- b. Each course (paper) in this system is designed carefully to include lectures / tutorials / regularity / laboratory work / seminars / project work / practical training / report writing / viva-voce etc., to meet effective teaching and learning needs and the credits are assigned suitably.

IX. Credit Distribution:

The Minimum numbers of credits for the Master Degree programmes are 96

X. Attendance:

- a. Each paper shall be taken as a unit for the purpose of calculating the attendance.
- b. Each student will have to sign and mark his attendance for every hour of teaching of each paper. At the end of every month all teachers shall notify the attendance of every student on the Notice Board of the Department during 2nd week of every month. Chairman shall certify the fulfillment of required attendance of every candidate in the Examination Form.
- c. Certain proportion of the marks in internal assessment shall be awarded based on attendance as an incentive to the student for regularity in attendance.
- d. A student shall be considered to have satisfied the requirement of attendance for each paper, if he/she attended not less-than 75% of the number of classes held up to the end of the semester including tests, seminars, group discussions, practical, tutorials, etc.
- e. However, if a student represents his/her institution, University, State or Nation in sports, NCC, NSS or Cultural or any other officially sponsored activities, he / she shall be eligible to claim the attendance for the actual number of days participated in a semester based on the specific recommendations of the Head of the institution or Department concerned.
 - i. This facility (Marks for attendance as in X c) shall also be extended to the students who were absent due to accident / serious illness leading to actual hospitalization. Their period of absence will be treated as present for calculation of attendance marks subject to approval of the concerned teacher and the Head of the Department.
 - ii. In the case of students, selected to participate in the national level events, he/she shall be eligible to claim attendance for actual number of days participated in a semester based on the specific recommendation of the Head of the institution or Department concerned.
 - iii. A student who does not satisfy the requirements of attendance shall not be permitted to take the examination of that paper/s. all such student shall repeat that paper in the

subsequent year as regular student at his / her own risk and will have to make up for the loss of attendance by attending classes as regular student. All his prior Internal Assessment marks in the concerned subject shall be cancelled and he will have to appear for his Internal Assessment Tests again for the concerned paper/s.

XI. Duration of Theory and Practical Papers:

- a. Each theory course covered under the Compulsory category shall be taught for 2-4 hours per week depending on the credits allotted to each course. The general duration of the Semester is 16 weeks. But the actual number of classes may not be 64 hours. It may vary a little bit from this number.
- b. Each theory course coming under the Optional category shall be taught for 2-4 hours per week depending on the credit allotted to each course. The general duration of the Semester is 16 weeks. But the actual number of classes may not be 64 hours. It may vary a little bit from this number.
- c. Each open Elective paper shall be taught generally for 4 hours per week. The general duration of the Semester is 16 weeks. But the actual number of classes may not be 64 hours. It may vary a little bit from this number.
- d. Practical of any declared course classified under the category of Compulsory course shall be for a period twice the number of credits. For instance if the practical is for 2 credits, it shall carry 4 hours of practical for a week and shall figure accordingly in the Time table of the respective subject.
- e. Practical for the specialization courses shall accordingly be as above depending on the credits awarded to it.
- f. For Open Elective Courses, generally there will be no practical. If in case it is designed that way, then the maximum intake for (number of persons who will be allotted) the course will depend on the availability of the seats in the practical lab.
- g. The project topics / field work assignments shall be finalized and given to each student before the end of 2nd and 4th Semesters.
- h. The following table tentatively showing the distribution of theory and practical (hrs and credits) per semester per week.

MBA Semester - Wise Credit Distribution

| Category | Minimum credits to be covered in | | | | Total Credits |
|-------------------------------------|----------------------------------|-----------|-----------|-----------|---------------|
| | Sem - I | Sem - II | Sem - III | Sem-IV | |
| Compulsory Courses | 24 | 24 | 16 | 12 | 76 |
| Optional Courses | 0 | 0 | 8 | 8 | 12 |
| Laboratory (Computer Practical) | 0 | 0 | 0 | 0 | 0 |
| Summer Inplant Project (Industrial) | 0 | 4 | 0 | 0 | 4 |
| Major Concurrent Project | 0 | 0 | 0 | 4 | 4 |
| Total | 24 | 24 | 24 | 24 | 96 |

XII. Course Weightage:

Course Weightage would be equal to the number of credits awarded to the particular course. For instance, if the Compulsory Course has a Credit award of 4, then the appropriate Weightage for the course would be 4.

XIII. Evaluation:

- a. Each of the Course would have two components- the first being internal Assessment Marks and the second being the Semester End Exams. The internal Assessment (IA) marks are based on continuous internal assessment. The total marks for the internal assessment would be based on the total credit awarded to the course. For instance if a Compulsory Course has a Credit award of 4, then the total max marks would be 100 for the subject. Out of the total marks of 100 for such a course, 25 marks shall be earmarked for continuous Internal Assessment (IA) and remaining 75 marks for the Semester-end examination. However, in case of project work, the distribution of marks for Internal Assessment and Examination shall be left to the discretion of the concerned teachers.
- b. The purpose of IA is to ensure that there is continuous Internal Assessment throughout the semester. Hence IA in each semester would have components distributed right across a variety of tests and assignments.
- c. The various components of IA for 20 marks are as follows:
 - i. Attendance 20 % or 5 marks for 25 marks IA
 - ii. Tests (announced) 20% or 5 marks for 25 marks IA
 - iii. Tests (surprise) 20% or 5 marks for 25 marks IA
 - iv. Assignments 40% or 5 marks for 25 marks IA
- d. The purpose of the IA marks is to ensure that there is at least one IA activity every fortnight. For instance, the two surprise tests and two announced tests should be held one every fortnight. This way we make sure that the student is continuously engaged in some or the other IA activity.
- e. Marks of all the tests shall be taken into account for the compilation of grades. The marks list should be notified in the department notice board before 13th week and shall be submitted to the Registrar evaluation before 15th week of every semester.
- f. The marks shall be displayed on the Notice Board of the Department also. The tests shall be written in a separately designated book and after evaluation; the same should be shown to students.
- g. In case of candidates who wish to appear in improvement examinations, if any, the marks obtained in the Internal Assessment shall not be revised. There is no improvement for internal assessment.
- h. To encourage the students for the regular participation in academic curriculum following break-up for attendance has been recommend –

| Attendance | IA Marks |
|-------------|----------|
| 91 to 100 % | 5 |
| 86 to 90 % | 4 |
| 80 to 85 % | 3 |
| 76 to 80% | 2 |

| | |
|------|---|
| 75 % | 1 |
|------|---|

- i. There shall be one semester examination of 3 hrs duration for 75 marks paper. Each answer scripts of the semester-end examination (theory and project report) shall be assessed by two examiners (one internal and another external). The marks awarded to that answer script shall be the average of these two evaluations. If the difference in marks between two evaluations exceeds 20% of the maximum marks such a script shall be assessed by a third examiner. The marks allotted by the third examiner shall be averaged with nearest mark of the two earlier evaluations.
- j. In the second and fourth semester, the dissertation or project work shall be evaluated by both internal and external examiners. Out of 100 marks, 80 marks shall be evaluated for the prepared dissertation, 10 for open presentation and 10 for viva-voce. An external examiner, from among the approved Board of Examiners, shall be invited for conduct of project viva-voce, along with the internal guide of the dissertation.
- k. **Conduct of Semester end examination:** All students of MBA (Rural and Tribal Management) programme are required to fill in his / her exam forms and appear and pass in the semester-end examination in each of the courses / subject relevant to his / her programme. If he/ she is absent for any semester end examination for any subject/s, marks awarded will be zero. However, if any student has filled in his examination form and not appeared for any / all the subjects, he / she shall be awarded zero marks and declared as 'fail' in those subjects. Such candidates who have failed can appear for the supplementary examination as and when announced by the University.

l. Summer Inplant Placement (SIP) and Major Concurrent Project:

All MBA (Rural and Tribal Management) students have to undertake one Summer Inplant Placement at the end of I year and one Major Concurrent Project (MCP) in II year respectively. The summer Placement will be of 45-60 days duration in any organization (with the consent of the concerned supervisor). The placement programme will have an orientation programme for 15 days followed by a detailed project on a problem identified by the organization.

The following rules and regulations apply to both Summer Placement Report and Major Concurrent Project Report.

- a) The student will have one guide (internal) from the institute / college and one external guide from the host organization identified for working on the Summer Inplant Placement (SIP) at the end of II Semester and Major Concurrent Project (MCP) during or at the end of IV Semester.
- b) At the end of the 60 days of summer inplant, the student has to submit a detailed project report (hard copy in A4 Size, hard bound computer print out; not less than 50 pages including all annexures along with a soft copy on a CD preferably on MS Word or equiv.). This work would include 5 pages of introduction to organization and not less than 45 pages on the project work.
- c) All MBA (Rural and Tribal Management) students are required to attend one academic study tour to be organized by the Institution / College during Mid Term vacation.

m. Eligibility for Admission to Third Semester of MBA (Rural and Tribal Management) Course:

- a. A MBA (Rural and Tribal Management) student is eligible to the III semester provided he / she clears minimum of 60% of total minimum credits of I and II semester put together, and 1 summer project and viva-voce offered at the end of the first year. If any student fails to complete the Summer Inplant Project or fails to submit the project report and fails to attend the Summer Inplant Project viva, he / she cannot be permitted to be admitted to III semester and his / her I year MBA (Rural and Tribal Management) program will be declared INCOMPLETE. However, if he / she submits the Summer Inplant Project Report and fails to attend the viva, he / she shall be declared as “FAIL” and shall be awarded zero in viva. In all such cases, the Summer Inplant Project will be treated as one subject as ‘failed’ for purposes of application of (gate) minimum credits to be cleared for admission to III semester MBA (Rural and Tribal Management).
- b. It is mandatory that the student should complete the whole programme by clearing minimum credit points as explained in Table 1 under section XII and 1 Summer Inplant Project at the end of 1 year and Major Concurrent Project during IV semester and their respective viva-voce within three years from the date of admission, after which, he / she is ineligible for any supplementary or main examination of the course and hence is automatically out of the programme.

n. Board of Examiners and Valuation:

- a. A Panel of Examiners for MBA (Rural and Tribal Management) will be prepared by the Board of Studies. The Panel will contain both Internal and External examiners. Internal examiners will be all P.G. teachers (including KJU P.G. teachers from sister departments).
- b. A Board of Examiners will be constituted by the Board of Studies which will scrutinize and approve the question paper set by the paper setters selected from a Panel of Examiners.
- c. All papers will be set by external examiners, however, in exceptional cases internal examiner may help in paper setting. In any case, the number of papers set by internal examiners should not exceed 50 % of the total papers in the examinations.
- d. In case more than 20% of the papers in respect to any subject need to be evaluated by the third evaluator, then such answer scripts shall be valued by the Board of Examiners on the date to be notified by the Chairperson of the Board of Examiners and the marks awarded by the Board shall be final and binding. There will be no challenge valuation in such cases.
- e. Generally, first valuation will be done by internal examiners and second valuation will be done by external examiners.

XIV. Challenge Evaluation:

A student who desires to challenge the marks awarded to him / her may do so by submitting an application along with a fee of Rs. 1000/- per paper or the fee prescribed by the University from time to time, to the Registrar evaluation within 15 days from the date of announcement of the result. Such candidate shall be provided with a photo copy or scanned copy of the

answer book after concealing the name of the evaluator. The challenged valuation script shall be send to the external examiner. The average of the marks awarded in the Challenge evaluation and the marks out of earlier evaluations whichever is nearer to the challenge evaluation shall be the final award.

XV. Completion of Course:

- a. A candidate is expected to successfully complete MBA (Rural and Tribal Management) course within four years from the date of admission.
- b. Whenever the syllabus is revised, the candidate reappearing shall be allowed for PG Degree examinations only according to the new syllabus.
- c. The CBCS scheme for MBA (Rural and Tribal Management) is fully carry-over system for promotion from I to II Semester and for promotion from III to IV Semester. However, the four semesters, two years course should be completed by a student within four years. During this period of 4 years, candidate may be permitted to take any number of examinations in semesters (all semester supplementary exams are held every semester) after paying the examination fees prescribed by the University.

XVI. Declaration of Results:

- a. Minimum for a pass in each paper shall be 40% of the total 100 marks including both the IA and the semester end examinations. However he should obtain at least 40 % of the marks in the semester end examinations. There is no minimum in the IA marks.
- b. The candidates, seeking improvement of their results shall submit a representation along with a permissible fee to the Registrar (Evaluation) and surrender the degree certificate / provisional pass certificate / original marks cards of that semester.

XVII Marks and Grading:

The grading of successful candidate at the examination shall be as follows:-

| Percentage Marks | Grade Points | Letter | Class |
|-------------------|----------------|--------|------------------------------|
| 75.00 to 100.00 % | 7.50 to 10.00 | A | First Class with Distinction |
| 60.00 to 74.90 % | 6.00 to 07.49 | B | First Class |
| 50.00 to 59.94 % | 5.00 to 05.99 | C | Second Class |
| 40.00 to 49.94 % | 4.00 to 04.99 | D | Pass |
| Less than 40.00 % | Less than 4.00 | F | Fail |

XVIII. Marks and Grading:

The Grade Point Average (GPA) shall be given to each candidate based on their student’s performances during the semester - which includes both the IA and the semester end exams.

The GPA of each semester should be carried to next semester as Cumulative Grade Point Average (CGPA). An illustration is given below:

Grade Points

Name: XYZ **Course:** MBA **Semester:** I (Aug XXXX - Dec XXXX)
Registration No: MBA-06-01-005

| Subject | Credit Hrs | Max Marks | Marks obtained | Semester Grade point | Credit Points |
|--------------------------|--------------|-----------|----------------|----------------------|---------------|
| Principles of Management | 4 | 80 | 53 | 7.07 | 28.28 |
| Organizational Behavior | 4 | 80 | 60 | 8 | 32 |
| Accounting for Managers | 4 | 80 | 60 | 8 | 32 |
| Quantitative Techniques | 4 | 80 | 38 | 5.07 | 20.28 |
| Business Communication | 4 | 80 | 45 | 6 | 24 |
| Introduction to Folklore | 4 | 80 | | | |
| Total | 20.00 | | | | 136.56 |

Semester I GPA = 137/20.00 = 6.83

Likewise if the GPAs for various semesters is calculated and is as follows:

| Semester | Credits Opted | Credit Points | GPA |
|----------|---------------|---------------|------|
| First | 24 | 137 | 6.83 |
| Second | 24 | 184 | 7.66 |
| Third | 24 | 159 | 7.93 |
| Fourth | 24 | 224 | 9.33 |

$$\begin{aligned} \text{Cumulative Grade Point Average} = \text{[CGPA]} &= \frac{(\text{GPA of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem})}{(\text{Credits of I Sem} + \text{II Sem} + \text{III Sem} + \text{IV Sem})} \\ &= (137+184+159+224) / (20+24+20+24) = 704/88 = 8.00 \end{aligned}$$

XIX. Miscellaneous:

The Directions, Orders, Notifications issued by the University Authorities in respect of matters not covered by these Regulations shall be final, provided they are in conformity with the provisions of the Karnataka State Universities Act - 2000 and the ordinances, statutes, Regulations and Rules made there under.

Syllabus for MBA in Rural and Tribal Management

| Paper Code | Title of the Paper | Credit Hours | Teaching Hrs. per Week | Marks | | Scheme of Examination | |
|-------------------|--------------------------|--------------|------------------------|---------------|---------------------|-----------------------|----------------------|
| | | | | Written Exam. | Internal Assessment | Total | Examination Duration |
| SEMESTER I | | | | | | | |
| MBA101 | Principles of Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA102 | Organizational Behavior | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA103 | Accounting for Managers | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |

| | | | | | | | |
|--------------------------------------|---|---|-------|----|----|-----|---------|
| MBA104 | Quantitative Techniques | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA105 | Business communication | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| SEMESTER II | | | | | | | |
| MBA201 | Financial Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA202 | Business Laws | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA203 | Economics for Rural and Tribal Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA204 | Marketing Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| | | | | 80 | 20 | | |
| MBA205 | Research Methodology | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| Summer In-Plant Project | | | | | | | |
| MBA206 | Summer In-plant Project | 4 | 3 + 2 | 80 | 20 | 100 | |
| SEMESTER III | | | | | | | |
| Specialization HR | | | | | | | |
| MBA301 | Team Building | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA302 | Performance Appraisal | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA303 | Rural and Tribal HRD | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA304 | Industrial and Labour Relations | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| Optional Papers (opt any one) | | | | | | | |
| MBA305 | Compensation Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA306 | Business Ethics | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| Marketing Specialization | | | | | | | |
| | Sales and Distribution | 4 | 3+2 | 80 | 20 | 100 | 3 Hours |

| | | | | | | | |
|--------------------------------------|--|---|-------|----|----|-----|---------|
| | Management | | | | | | |
| | Service Management | 4 | 3+2 | 80 | 20 | 100 | 3 Hours |
| | Rural Marketing | 4 | 3+2 | 80 | 20 | 100 | 3 Hours |
| | Retail Management | 4 | 3+2 | 80 | 20 | 100 | 3 Hours |
| | Consumer Behaviour | 4 | 3+2 | 80 | 20 | 100 | 3 Hours |
| Finance Specialization | | | | | | | |
| | Indian Financial Market | 4 | 3+2 | 80 | 20 | 100 | 3 Hours |
| SEMESTER IV | | | | | | | |
| MBA401 | Rural and Tribal Marketing Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA402 | Management of Micro Financial Institutions | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA403 | Rural Entrepreneurship | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| Optional Papers (opt any two) | | | | | | | |
| MBA404 | Heritage Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA405 | Event Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA406 | Agri Business Management | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| MBA407 | Tribal art & Handicrafts | 4 | 3 + 2 | 80 | 20 | 100 | 3 Hours |
| Major Concurrent Project | | | | | | | |
| MBA408 | Major Concurrent Project | 4 | 3 + 2 | 80 | 20 | 100 | |

- Teaching hours per week should be read as 3 hours of regular teaching.
- 2 hours of tutorials is equivalent to 1 hour of regular teaching
- Tutorials are meant to make the students to understand the subject through discussion.

I - Semester

Paper Title: PRINCIPLES OF MANAGEMENT

Paper Code: MBA101

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
 Semester End Examination – 80 marks

Objective: The primary focus of this course is to make students familiar with management principles and practices.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: INTRODUCTION TO MANAGEMENT

Concept, Nature, Importance; Management: Art and Science, Management as a Profession, Management Vs. Administration, Management Skills, Levels of Management, Evolution of Management: Contributions of Taylor, Fayol, Hawthorne Experiments, Social Systems Approach, Decision Theory Approach. Social Responsibility of Managers, managerial roles and skills

Unit II: PLANNING

Introduction to Functions of Management Planning: Nature, Scope, Objectives and Significance of Planning, Types of Planning, Process of planning, Barriers to effective planning, Planning premises and forecasting. Decision making: Concept, Nature, Importance, and Process. Types of decisions, Problems in decision making.

Unit III: ORGANISING

Concept of organisation, Theories of organisation, Organisational structure, Departmentalisation, Span of control, Authority and responsibility, Delegation of authority, Organisational design. Man power planning, Job design, Recruitment and selection, Training and development, Performance appraisal.

Unit IV: DIRECTING

Concept of direction and supervision. Principles of direction, Quality of work life. Process and models of leadership development. Contemporary views on leadership, Leadership styles and approaches.

Unit V: CONTROLLING AND COORDINATION

Definition, importance of controlling, Characteristics of control, Control process, Types of Control System, Essentials of good Control Systems, Techniques of Control, Budgetary and Non-Budgetary Control, Coordination: concept, importance, theories of coordination.

References:

1. Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6th Edition)

2. Koontz Harold & Weihrich Heinz – Essentials of management (Tata Mc Graw Hill, 5th edition 2008)
3. Robbins & Coulter - Management (Prentice Hall of India, 9th Edition)
4. Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 6th Edition)
5. Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)

Paper Title: ORGANISATIONAL BEHAVIOUR

Paper Code: MBA102

Work load: 3+2 hours per week Credit Points: 4

Evaluation: Continuous Internal Assessment – 20 marks
 Semester End Examination – 80 marks

Objective: The primary focus of this course is to make students to understand the concepts of individual and group behavior in Organizations.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Introduction

Meaning-Definitions and scope of organisational behaviour- people- Organisational structure-technology and environment- OB as a Behavioural science- Contributing Discipline to OB-Psychology-Sociology-social psychology-Anthropology- Political science, OB and Management-Comparative roles in organisation.

Unit II: Foundations of Individual Behaviour

Biological Characteristics-Age-Sex-Marital Status-Number of Dependents-Tenure-Ability-Intellectual Abilities- Physical Abilities- The Ability-Job fit personality-personality determinants-Personality Traits-Major Personality Attributes influencing OB-Matching personality and Jobs-learning – Theories of learning shaping-Values, attitudes, and Job satisfaction: Importance of Values-Sources of Value system-Sources and types of Attitudes. Stress management - Concept and Nature of Stress, sources of Managerial Stress stress and Personality.

Unit III: Motivation

The concept of Motivation-Early Theories of Motivation-Hierarchy of Needs theory-theory X and Theory Y-Hygiene theory-contemporary theories of motivation-ERG Theory-three needs theory-cognitive evaluation theory and others – case studies.

Unit IV: Foundation of group behaviour

Defining and classifying groups-group process-group tasks-cohesive groups-group dynamics-leadership-nature and importance-functions styles – communications: nature and types-effective communication-Roles of Formal and informal communication-Conflict management-The process of conflict-types of conflict-functional and dysfunctional conflict-resolution of conflict-case studies.

Unit V: Organisational Culture, Change, Development

Origin of organisational culture, levels of culture, subculture and counter culture, managing cultural communication. Forces of organisational change, the change process, types of change, steps in change management, the change agents, resistance to change, managing resistance, objective of OD programme, Basic OD assumptions, OD interventions.

References:

1. Organisational Behaviour - Fred Luthans
2. Organisation Theory and Behaviour - V S P Rao and PS Narayana
3. Organisational Behaviour – K. Aswathappa
4. Organizational Behavior, S. Robbins, PHI Publication
5. Organizational Behavior, Udai Pareek, Himalaya Publication
6. Organizational Behavior, Robbins, Judge & Vohra, Pearson

Paper Title: ACCOUNTING FOR MANAGERS**Paper Code: MBA103****Work load: 3+2 hours per week****Credit Points: 4****Evaluation:** Continuous Internal Assessment – 20marks
Semester End Examination – 80 marks

Objective: The primary focus of this course is to enable students to understand accounting concepts and process.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

UNIT I: Introduction

Meaning , Definition : Forms of accounting and users of accounting information - Framework of accounting postulates - principles - conventions -concepts -procedures methods; accounting equations and types of accounts -rules of recording business transactions.

UNIT II: Preparation of Financial Statements

Preparation of journal, ledger, trial balance, income statement- Balance sheet and adjustment entries.

UNIT III: Ratio Analysis

Meaning and uses - study of liquidity ratios and leverage ratios - Study of profitability ratios and activity ratios -Meaning - uses and importance.

UNIT IV: Marginal Costing

Cost - Volume - Profit analysis- its assumption and calculation- managerial uses of break even analysis; - Budgetary control – preparation of cash budget, flexible budget, sales budget and production budget.

UNIT V: Standard Costing

Meaning and uses of standard costing-procedure of setting standards- variance analysis, overall cost variance- material variance, labour variance and overhead variance- material price variance- material usage variance, material yield variance- material mix variance - labour cost and time variance- labour mix and yield variance - overhead volume and expenditure variance.

References:

1. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 2nd Edition).
2. Mukherjee - Financial Accounting for Management (TMH, 1st Edition).
3. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
4. Ghosh T P - Accounting and Finance for Managers (Taxman, 1st Edition).
5. Maheshwari S.N & Maheshwari S K – An Introduction to Accountancy (Vikas, 9th Edition).
6. Ashish K. Bhattacharya- Essentials of Financial Accounting (PHI, New Delhi).

7. Ghosh T.P- Financial Accounting for Managers (Taxman, 3rd Edition).
8. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 1st Edition).
9. Gupta Ambrish- Financial Accounting for Management (Pearson Education, 2nd Edition).
10. Chowdhary Anil - Fundamentals of Accounting and Financial Analysis (Pearson Education, 1st Edition).

Paper Title: QUANTITATIVE TECHNIQUES

Paper Code: MBA104

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
Semester End Examination – 80 marks

Objective: The primary focus of this course is to enable students to understand applications of statistics for managerial decision making.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Introduction

Statistics – Definition , Importance and Scope in Managerial Decision Making, Collection of Data - Primary Data and Secondary Data, Measures of Central Tendency -Arithmetic Mean, Median and Mode, Measures of dispersion: Range, Mean Deviation, Standard Deviation, Coefficient of Variation.

Unit II: Correlation and Regression:

Concepts, Scatter Diagram, Coefficient of Correlation Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient. Business Forecasting- Methods of Forecasting,

Unit III: Probability:

Meaning, terminology, types and rules. Random variables and use of expected value in decision making. Binomial, Poisson and Normal probability distributions- their characteristics and applications in business decisions.

Unit IV: Testing of hypothesis:

Testing of hypothesis, Type I and II errors. Tests of significance based on normal distribution, Student's t test, F distribution and Chi - Square distribution, large sample theory.

Unit V: Linear programming:

Linear programming and applications, optimization and decision making, concepts in decision making, Mathematical basis underlying optimization model, Introduction to linear programming, simplex method, concept of simplex method, solving profit maximization and cost minimization problem, Transportation model, integer programming

References:

1. Wonnacott and Wonnacott: "Statistics for Business and Economics" Wiley Publications.
2. Wonnacott and Wonnacott: "Econometrics" Wiley Publications.
3. Sanchetti and Kapoor: "Statistics".
4. Morris Hamber: "Statistical Analysis for Decision Making".
5. Richard Livin and David Robin: "Statistics for Management".
6. S.P.Gupta "Business Statistics", S-Chand Publications.

Paper Title: BUSINESS COMMUNICATION

Paper Code: MBA105

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
 Semester End Examination – 80 marks

Objective: The primary focus of this course is to enable students to understand concepts and importance of communication in organization.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Introduction

Meaning, Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication - Oral Communication - Visual Communication, Audio Visual Communication – Silence-Developing Listening Skills – Improving Non- verbal communication skills – Cross Cultural Communication – problems and challenges.

Unit II: Managing Organization Communication

Managing Organization Communication – formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

Unit III: Inter-personal Communication

Managing Motivation to Influence Interpersonal Communication- Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

Unit IV: Business Writing Skills

Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

Unit V: Communication Skills

Presentation skills – techniques of presentation – types of presentation – Video Conferencing and formats – interview – formal and informal – interview Techniques – Communication etiquettes.

References:

1. Mallika Nawal: “Business Communication”.
2. Kuberudu B and Srinivasa Krishna K: “Business Communication and Soft Skills”.
3. Meenakshi Rama: “Business Communication”.
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication.
5. Paul Turner: “Organisational Communication”.
6. SathyaSwaroopDebasish, Bhagaban Das “Business Communication”.

II – Semester

Paper Title: FINANCIAL MANAGEMENT

Paper Code: MBA201

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
 Semester End Examination – 80 marks

Objective: The primary focus of this course is to make students to understand concepts of financial management and its applications.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

UNIT I: Introduction

Introduction to financial management, objectives functions, interface of financial management with other functional areas;

UNIT II: Capital structure

Capital structure- introduction, factors affecting capital structure, features of an optimal capital structure, capital structure theories; sources of long term finance capital-equity capital and preference capital, debenture, term loans and deferred credit and hire purchase.

UNIT III: Working capital

Working capital- determinants of the size of working capital the composition of working capital; managing working capital conservative vs. aggressive policies, static vs. dynamic view of working capital, operating cycle, approach to working capital, inventory management, receivable management and cash management and cash management,

UNIT IV: Capital expenditure decisions

Capital expenditure decisions- process of capital budgeting, basic principles in estimating costs and benefits of investments, appraisal criteria -payback period, average rate of return; net present value, benefit cost ratio, internal rate of return, annual capital charge.

UNIT V: Agri-business financing system in India

Agri-business financing system in India -(a) Financial markets, money and capital markets (b) regional and all India financial institutions: commercial banks, regional rural banks, NABARD, AFC, Cooperatives' (NCDC and other institutes) Agro-Industries (Corporation, IDBI, IFCI, ICICI, SFCs, SIDCs, (c) investment institution: LIC,GIC, un, mutual funds commercial bank, non banking financial companies

References:

1. Pandey I M - Financial Management (Vikas, 2004, 9th Ed.)
2. Van Horne - Financial Management and Policy (Pearson Education, 2003, 12th Ed.)
3. Knott G - Financial Management (Palgrave, 2004)
4. Khan and Jain - Financial Management (Tata McGraw Hill, 3rd Ed.)
5. Prasanna Chandra - Fundamentals of Financial Management (TMH, 2004)
6. R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
7. Lawrence J. Gitman - Principles of Managerial Finance (Pearson Education, 2004)
8. Ravi M. Kishor - Financial Management (Taxmann, 1st Ed.).
9. Damodaran – Corporate Finance –Theory & Practice (Wiley, 1st Ed.)

Paper Title: ECONOMICS FOR RURAL AND TRIBAL MANAGEMENT

Paper Code: MBA203

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
Semester End Examination – 80 marks

Objectives:

- Understand the economic fundamentals as an aid to management decision making under given environment.
- Apply the concepts of Economics to rural and tribal business situations.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Introduction

Definition, Nature and Scope of Managerial Economics; Concepts of Managerial Economics; Types of Business Organization - Proprietary Firms, Partnership Firms, Joint Stock Companies, Public Sector Undertakings, Cooperative Societies, Non-profit Organizations; Organizational Goals - Profit Maximization, Sales Maximization, Satisfying Theory - Enhancing Value of the Firm and its Goals; Managerial Economics in the Context of Rural and Tribal Development.

Unit II: Demand Analysis

Determinants of Individual and Market Demand; Law of Demand; Elasticity of Demand - Measurement and its use; Demand Forecasting - Techniques of Demand Forecasting; Creating Demand and Forecasting Demand for of Folk Products and Services.

Unit III: Production and Cost Analysis

Production Function; Law of Variable Proportions; Iso-quants and Least Cost Combination of Inputs; Law of Supply; Costs and Cost Functions - Short Terms Costs and Their use on Decision Making; Determinants of Costs; - Break Even Analysis – Estimation and Forecasting of Cost; Applications for Folk Products and Services.

Unit IV: Pricing and Profit Management Decisions

Pricing decisions under different market forms like perfect competition, monopoly, oligopoly- Pricing Methods - Pricing in Public Sector Undertakings and Cooperative societies; Pricing of Folk Products and Services; Market Imperfections in Folk Products and Services; Concept of Risk and Uncertainty; Theories of Profit Planning and Management; Capital Budgeting

Unit V: Macro Economic Context

National Income – Concept and Measurement, GNP and GDP; Phases of Business Cycle; Inflation – Meaning, Causes and Measurement; Fiscal Policy – Budget Deficit and Debt – Government Budgetary Policy; Monetary Policy – Instruments of Monetary Policy; Meaning of Balance of Payment

References:

1. Ahuja, H.L., Managerial Economics – Analysis of Managerial Decision Making, S.Chand and Company Ltd., New Delhi, 2007.
2. Baumol, William. J, *Economic Theory and Operations Analysis*, Prentice Hall, London, 1973.

3. Dean Joel, *Managerial Economics*, Prentice Hall, Delhi, 1951.
4. Gary Cokins, '*Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics*', 2009.
5. Hague, D.C., *Managerial Economics – Analysis for Business Decisions*, Longswan, London, 1969.
6. Haynes, W.W., and Henry, W.R., *Managerial Economics: Analysis and Cases*, Business Publication, Davas, 1974.
7. Ivan Png and Dale Lehman, '*Managerial Economics - 3rd Edition*', 2007.
8. James R. McGuigan, R. Charles Moyer, and Frereric H. deb. Harris, '*Managerial Economics: Applications, Strategies, and Tactics - 11th Edition*', 2007.
9. Jhingan, M.L., and Stephen, J.K., *Managerial Economics*, Vrinda Publications (P) Ltd., New Delhi, 2006.
10. K.K. Dewett – *Modern Economic Theory: Micro and Macro Analysis* – Orient Book Distributors, New Delhi.
11. Michael Baye, '*Managerial Economics and Business Strategy*', 2007.
12. Nemmers, Erwin Esses, *Managerial Economics, Text and Cases*, John b & sons, New York, 1967.
13. P.L. Mehta – *Managerial Economics Analysis, Problems and Cases* – Sultan Chand & Sons, New Delhi.
14. V.L. Mote – *Managerial Economics* – Tata McGraw Hill, India, New Delhi.
15. Varian, H.R. *Intermediate Microeconomics*, Norton, New York, 1993.
16. Varshney R.L., and Maheshwari K.L., *Managerial Economics*, Sultan Chand and Sons, New Delhi, 2006.

Paper Title: INDIAN RURAL ECONOMY AND SOCIETY

Paper Code: MBA204

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
Semester End Examination – 80 marks

Objectives:

- To understand the basic socio-economic and political fabric of Indian rural areas
- To assess the problems of rural areas and government policy towards the same
- To identify the business prospects in rural areas

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Introduction to Rural Society

Identification of Rural Areas; Characteristics of Indian Rural Society; Indian Rural Social Structure: Joint Family (rural), Kinship, Caste System, Caste Panchayat, Jajmani System, Marriage, Religion; Social differentiation and Exclusion in rural society.

Unit II: Rural Demography

Size and growth of Population in India; Age and Sex Composition; Literacy and Work participation; Population policy; Rural Work Force; Problems of Unemployment and Underemployment in Rural Areas; Concept of poverty line; Incidence of Rural Poverty; Measures of rural poverty; Headcount, Human poverty, Multidimensional Poverty.

Unit III: Rural Economic Structure

Land Tenure and Ownership; Trends in Size of holdings; Tenancy and Land Reforms; Rural Non-farm Employment-Trends and Patterns; Rural Industries; Rural Service Sector; Meaning and Approaches to Rural and Tribal Development in India

Unit IV: Rural Institutions

Role of institutions in rural development – Panchayat Raj Institutions, other local bodies such as Cooperatives, Microfinance Institutions, NGOs, JFM, SDMC, VSHCs, organizations of farmers and rural people

Unit V: Emerging Issues in Rural Development

Inclusive Growth Agenda; Agrarian Crisis and Farmer Suicides - Causes and Policy Approach; Rural Livelihood Promotion Strategies; Migration – Extent, Causes and Impact; Quality of Rural Population – Skills and Health aspects; ICT and Rural Development; Features of Emerging Rural Business; Rural reconstruction and Rejuvenation.

References:

1. Abraham M. F, *Modern Sociological Theory*, OUP, New Delhi, 1990
2. Bagchi, Amia Kumar (1982), 'The *political economy of under development*', London, Cambridge University press.
3. Das, Veena, *Critical Events, An Anthropological Perspective on Contemporary India*, Oxford University Press, New Delhi, 1995.
4. Desai, A.R. (Ed). *Introduction of Rural Sociology in India*.
5. Epstein, Scarlet T (1962), '*Economic development and social change in South India*', Manchester University Press.
6. Ghosh, B N '*Political Economy of Rural Poverty in India*', New Delhi: Deep and Deep Publications, 1990

7. Hoselity, Bert F (1960), '*Sociological aspects of economic Growth*', New York, The Free Press.
8. Jain L.C. (1985), '*Grass without roots*', Sage Publications, New Delhi.
9. Lynn Smith J. (1953), '*The Sociology of rural life*', Harper and Brothers, New York.
10. Mamoria, C.B.: *Indian Social Problems* Kitab Mahal, New Delhi
11. Ravidranath N H and others (ed), '*JFM and CommUnity Forestry in India*', New Delhi: OUP, 2000
12. Shah Ghanshyam, *Social Movements and the State*, Sage Publications, New Delhi, 2002.
13. Singh, Katar (2009), '*Rural Development – Principles, Policies and Management*', New Delhi: Sage, 2009
14. Vivek P. S, *Sociological Perspectives and Indian Sociology*, Himalaya Publishing House, Mumbai, 2002.

Paper Title: METHODOLOGY FOR RURAL AND TRIBAL RESEARCH

Paper Code: MBA205

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
Semester End Examination – 80 marks

Objective: The primary focus of this course is to enable students to understand research methodologies and applications.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: INTRODUCTION TO RESEARCH

Meaning of research, need for research, types of research, differences between general and rural research, relation between ideas and power, ideas and decision making.

Unit II: PROBLEM AND HYPOTHESIS FORMULATION

Role of hypothesis in research and rural research, Hypothesis formulation, Causal analysis framework, Understanding Cause and effect, Preparing a research proposal - identifying a problem of research, problematizing - critically examining already existing body of knowledge on the problem, raising research questions, converting research questions into research objectives.

Unit III: FIELD WORK AND DATA COLLECTION

Sources of data – primary and secondary, survey, sampling- probability and non-probability sampling methods, methods of primary data collection – questionnaire, interview, case study, group discussion, observation, advantages of participant observation in folk / rural/ tribal research, factors to be considered while framing questions, organizing group discussions, conducting interview and making observations

Unit IV: DATA PROCESSING AND ANALYSIS

Qualitative data processing and quantitative data processing, application of computer for data processing – MS Excel, SPSS, application of statistical tools – mean, median, mode, correlation, tests, data analysis – univariate analysis, bivariate analysis, comparative analysis, historical analysis

Unit V: RESEARCH REPORTING

Introducing the problem, contextualizing the research problem, narrating the region of study, chapters on research objectives, methodology, results, discussion, summary, policy implications, conclusion, endnote, footnote, bibliography, quoting, presenting tables and charts

References

1. John Adams, 'Research Methods for Graduate Business and Social Sciences Students', New Delhi: Response Books, 2007.
2. Kultar Singh, '*Quantitative Social Research Methods*', New Delhi: Sage Publications, 2007.
3. Robert Ferber, '*Research Methods in Economics and Business*', New York: Macmillan, 1962.
4. Uma Sekaran, '*Research Methods for Business*', New Delhi: Wiley India Pvt. Ltd., 2006.

5. Israel D, '*Data Analysis in Business Research*', New Delhi: Response Books, 2008.
6. Kothari C R, '*Quantitative Techniques*', New Delhi: Vikas Publishing House, 1978.
7. Kumar, '*Methods and Techniques of Social Research*', Agra: Laxminarayan Agarwal, 2002.
8. Adrean Holiday, '*Doing and Writing Qualitative Research*', New Delhi: Sage, 1998.
9. Walter Fernandes and Philip Vagus, '*Participatory and Conventional Research methodologies*', New Delhi: Indian Social Institute, 1985.
10. Miller SE, Craig Shinn and WR Bengley, Rural resource management: problem solving for the long term, Iowa State University Press, Ames, Iowa, 1994.

Title: SUMMER IN-PLANT PROJECT [SIP]

Paper Code: MBA206

Work load: 3+2 hours per week

Credit Points: 4

Evaluation: Project Report - 80 marks
Project Viva - 20 marks

Preamble:

The Summer In-plant Project (SIP) is a fully practical oriented course which has been designed to give students in depth knowledge about organization/industry/business. Summer In-plant Training (SIT) is designed at the end of first year, where in student would have studied the foundation courses in management and will have more scope to apply knowledge. In this subject, wherein he will be encouraged to explore concepts already dealt in the class and understand its application in the field. The student while carrying summer in-plant training Project is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Project.

PROCESS / GUIDELINES:

- 1) Each student will select an organization of his/ her choice and a project in his/her area of interest. Or institute will depute the students to various organizations looking at their area of interest.
- 2) In case the student makes the choice of the organization, it has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Project. The assignment of mentor and choice of organization should be made on or before the II semester exams.
- 3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry or business everyday for all seven days in a week or as per industry/ organization's rule. The industry expert will act as the External guide and the student is required to submit attendance details every week to the institute.
- 4) The proposal for the Summer Project or title of the project should be submitted to the Institute, which will ensure the registration of students for Project. Students should prepare these proposals in consultation with the Internal and External Guide.
- 5) Students should send Joining Report on the first day of the joining which should be duly signed by the external guide.
- 6) Student should also send weekly report/s every week keeping posted about the work – in – progress with regard to project to the institute. Each student should send 8 weekly reports without fail.
- 7) The format for the proposal or deciding about project title is as given below:
 - Title of the study
 - Need for the study (Stress on Need for study-current trends in the area)
 - A review of earlier research studies conducted
 - Objectives of the study
 - Methodology
 - Proposed outcomes and benefits of the study
- 8) There will be eight weeks for the completion of the concerned proposal. Late submissions should not be entertained. A soft copy on a CD of all reports is to be submitted to Department of MBA, KJVV on or before the submission date.
- 9) There shall be 2 copies of project reports along with a CD to be submitted by each student to the department.
- 10) There will be a project viva-voce conducted by Karnataka Jaanapada Vishwavidyalaya.

Deliverables:

The students are required to deliver the following Deliverables without any concessions as per the dates mentioned in the above process.

- 1) Joining Report and deciding project title/ proposal
- 2) Submission of project report (Soft copy (CD)+ Hard copy- 2no.s /Project)
- 3) Presentation (for organization and the Institute)
- 4) Presentation for Viva-voce examination to be conducted by KJVV.
- 5) Student to present 1 copy to the organization and get the Certificate.

Format for Project Reports

The format for the Major Concurrent Project reports should be in the following manner.

- Executive Summary
- Introduction of the study
- About the organization – Brief
- Objectives
- Analysis and Findings
- Discussion
- Conclusion
- References

In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Project report focuses the study undertaken by the student and its findings. The report should contain minimum 75 pages with the following styles:

- i) A-4 size paper (Executive Bond)
- ii) MS Word style with Times New Roman Font
- iii) Font size -12 for Text and 14 for headings
- iv) Paper settings with 1 inch margins on all the four sides.

III - Semester

Paper Title: INDIAN RURAL AND TRIBAL SOCIETY

Paper Code: MBA301

Contact Hours: 60 Hrs

Work load: 3+2 hours per week

Credit Points: 4

Evaluation: Continuous Internal Assessment – 20 marks

Semester End Examination – 80 marks

Objective: The primary focus of this course is to enable students to understand Indian Rural and Tribal Society.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Nature and Scope of Rural and Tribal Society:

Basic concepts: Society, Culture, Community, Group, Institution, Status and Role-Concept and Definition of Tribe. Concept and definition of Rural Society. Definition, Meaning and Characteristics of Race, Tribe, Caste and Community. Structure and Organization of Tribe: Tribe, Moiety, Phratry, Sib, Clan and Lineage. Emergence and Characteristics of Rural Society: Structure of Rural Society. Social Stratification and Rural Society in India: Origin and Theories of Caste- Caste in Modern India.

Unit II: Rural Life in India:

Introduction to Rural Social Structure and village Society, Socio-economic and political organisation of Rural society; Modes of production and agrarian relations, Jajmani relations. Rural-Urban Continuum. Traditional system of cultivation, land tenure and land reforms, habitat and settlement patterns. Family, caste, religion, habitat and settlements: Family-Types of Family, joint family system and rural society- impact of industrialisation, urbanisation, modernisation and globalization. Marriage: Types of Marriage – marriage payments – marriage stability- marriage in the industrial and globalised scenario. Religion: monotheism, polytheism, myth and ritual; Religion and caste and religious practices, sanskritization, westernisation, modernisation, Little and Great Traditions, Sacred complex.

Unit III: Tribal Life in India:

Demographic and Geographic aspects of Tribes in India. Linguistic Classification and Racial Classification. Social, Economic and political organisation of tribes: Nomads, Semi Nomads, Denitrified tribes, Hunter gathers, Pastoralists and Agriculturists. Marriage, Family and Kinship among the tribes Definitions of Marriage and Family - Types of Marriage and Family- Feminist perspective on marriage and family – marriage rules and patterns of marriage – marriage of payments. Kinship and social Structure, Descent and residence rules – inheritance and succession, Kinship behaviours, Kin terminological systems. Religion and magic: definitions – ritual and myth, animism - Animatism, shamanism and religious specialists.

Unit IV: Rural Development in India:

Concept of Rural development; Basic elements of rural development – problems of rural society: Feudalism and poverty, unemployment, underemployment, migration, agrarian crisis, farmers' suicide. Paradigm of rural development: Gandhian Paradigm, Marxist Paradigm and western paradigm.

History of Rural Development in India, community development programme, Area Approach Programmes (IADP, IAAP, HADP, TADP, DPAP) Target Group Approach Programme (SFDA, MFDA, DWCRA, MNP, Antyodaya, DDRJRY, NREP).

Current Rural Development Programmes: NREGP, LKP, MNREGA and other programmes periodically launched; Dilemmas in Development: Rural vs urban Development. Agricultural vs Industrial capital vs labour dogma: autonomous vs induced, barriers to development-social, cultural, economic, political, attitudinal and behavioural.

Rural Development Administration: Administrative and Panchayat Raj System, Role of VOS, NGOs. Globalisation and Rural Development.

Unit V : Tribal Development in India:

History of Tribal Administration: Development of Tribal Policy– Constitutional provisions relating to Scheduled areas and Scheduled Tribes, Approach to Tribal Development, Contributions from applied anthropology and action Anthropology. Tribal problems and Welfare measures: Forests and Forest policies and impact on Tribes shifting cultivation and land alienation, agriculture, health and sanitation, nutrition, crime, indebtedness, education, - bonded labour, impact of urbanisation, modernisation and globalisation, tribal rights, intellectual property rights. Tribal Rehabilitation: migration, displacement and rehabilitation, policies and Development. Tribal Movements and National Integration: tribal movements and tribal policies. Tribal Plans and Sub-plans: Denotified tribes Particularly vulnerable tribal groups (PVTGs), Tribes and ethnic conflicts, language issues.

References:

1. Abdul Aziz, Decentralized Planning: The Karnataka Experience, Sage Publication, New Delhi.
2. Amartya Sen, (1999). Development as freedom. Knopf, New York
3. Amartya Sen, Resources, Value and Development., Basil Blackwell.
4. Anim Sharma, 2003, Socio-Economic Development of Indian Tribes, Mohit Publications, New Delhi
5. Ashok Sen, 1990, Poverty and Famines An Essay on Entitlement and deprivation concept of Poverty Oxford.
6. B.C. Mehta, 1999, Rural Poverty in India, Concept, Publications..
7. Baden Powell, B.H., 1992, 'The Land systems of British India', Atlantic Publishers and Distributors, New Delhi.
8. Bailey, F. G., 1957, 'Caste and Economic Frontier: A Village in Highland Orissa'.
9. ———, 1963, 'Politics and Social Change in Orissa in 1959', London, OUP.
10. Barik, Bishnu C. & Sahoo, Umesh C., 2008: 'Panchayati Raj Institutions and Rural'.
11. Battacharya S.N., 'The Gandhian Approach Rural Industrialization in India'.
12. Beteelle, Ardre, 1972, 'Inequality and social change', Oxford, Delhi.
13. Bhatt, S C and Gopal K Bhargava (Eds)., Land and People of Indian States and Union Territories (Kalpaz Publications, C 30, Satyawati Nagar, Delhi 110 052) 2005, 36 Volumes.
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17. Bose, Nirmal Kumar, 1972, 'Some Indian Tribes', Delhi: National Book Trust.
18. Broehl, Jr. Wayne G., 1978: 'The Village Entrepreneur: Change Agents in India's Rural'.
19. Buddhadeb Chaudhuri. 2003, Health, Forest and Development : The Tribal Situation New Delhi, Inter-India Pub.

20. Carsten, Janet, 2004, 'After kinship. New departures in Anthropology', UK: Cambridge University Press.
21. Chadha, G. K., 2003, 'Rural industry in India', New Delhi, I L O.
22. Chambers, R. 1983, Rural Development, Longman Scientific & Technical.
23. Chauhan, Brij Raj, 2009, 'Rural Life: Grass Roots Perspectives', Jaipur, Rawat.
24. Christoph von Furer-Haimendorf, 1984, 'Tribes in India', Oxford: Oxford University Press.
25. Dandekar. V.M, 1990, Gandhian Economic System - A path to Non - Economic goals in Gandhian Economic system by Radha Mohan Vichare.
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247. ಶ್ರೀಪಾದ ಅಮೃತ ಡಾಂಗೆ, ೧೯೮೩, ಅನು: ಅನಂತಕೃಷ್ಣ ಹೆಬ್ಬಾರ್ ಎಂ., ರಾಮಚಂದ್ರ ಉಡುಪ ಎನ್.,
'ಭಾರತ ಸಂಘ' ಜೀವನದಿಂದ ಗುಲಾಮಗಿರಿಯೆ, ಪ್ರಕಾಶನ, ಮಂಗಳೂರು.

Paper Title: ALTERNATIVES FOR RURAL AND TRIBAL DEVELOPMENT

Paper Code: MBA302

Contact Hours: 60 Hrs

Work load: 3+2 hours per week

Credit Points: 4

Evaluation Continuous Internal Assessment – 20 marks

Semester End Examination – 80 marks

Objective: The primary focus of this course will be to analyze Rural Markets, and models. This course will also provide an understanding of Rural Markets and its role in the Economic development.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

UNIT I: MODERN DEVELOPMENT

Meaning, definition and objectives of development, types of development-human development, sustainable development, alternative development, endogenous development, causes of development and underdevelopment, marginalization, social exclusion and inclusive development

Unit II: IDEOLOGY OF MODERN DEVELOPMENT

Post modernism, Globalization and Liberalization, Consumerism, Neo-Capitalism

Unit III: THE DEVELOPMENTAL CONCEPT OF GRAM SWARAAJ

Development of villages through agriculture and allied activities, Khadi and village industries, cooperative system of production and distribution, Gandhi on Land Reforms, Village panchayats.

Unit IV: DEVELOPMENTAL CONCEPT OF UPLIFTMENT

Modern development aims at homogeneity of culture, where as the concept of upliftment aims at heterogeneity in development, Each text of culture gets its own varied text according to different context.

Unit V: PROBLEMS AND PROSPECTS OF DEVELOPMENT IN CASTE SOCIETY

Indian villages are caste societies, all systems-social, political, economic etc are completely based on caste hierarchy, any kind of developmental activities are positively or negatively affected by the respective caste system

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2. Arturo Escobar, Encountering Development; The Making and unmaking of Third world, Princeton NJ: PUP, 1995.
3. George Rosen, Democracy and Economic Change in India, Bombay: Vora & Co., 1966.
4. Sugata Bose and Ayesha Jalal (ed), Nationalism, Democracy and Development, New Delhi: OUP, 2008.
5. Anil Kumar Thakur and Krishna Nand Yadav, Governance, Democracy and Development, New Delhi: Deep and Deep Publications, 2009.
6. R C Prasad, Democracy and Development; Grass root Experiences in India, New Delhi: Rachna, 1971.

7. Pranab Bardhan, *The Political Economy of Development in India*, Oxford: Basil Blackwell, 1984.
8. Rudolph and Rudolph, *In Pursuit of Lakshmi: The Political Economy of the Indian State*, Chicago: Chicago University Press, 1987.
9. Battacharya S.N., '*The Gandhian Approach Rural Industrialization in India*'.
10. Broehl, Jr. Wayne G., 1978: '*The Village Entrepreneur: Change Agents in India's Rural*'.
11. Chauhan, Brij Raj, 2009, '*Rural Life: Grass Roots Perspectives*', Jaipur, Rawat.
12. Dube, S.C., 1963, '*India's Changing Villages*', London, Routledge and Kegan Paul.
13. Emile Durkheim, 1995, '*Elementary Forms of religious Life*', by Tr. Karen E Fields, New York, Free Press.

Paper Title: RURAL AND TRIBAL HRD

Paper Code: MBA303

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation Continuous Internal Assessment – 20 marks

Semester End Examination – 80 marks

Objective: The primary focus of this course is to make students to understand rural human resource and develop skills for rural HRD.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Introduction to Human Resource Development

Evolution of HRD, Relevance of HRD, Challenges faced by HRD, Human Resource Functions, Systems Model of HRD Functions, The Indian Scenario.

Unit II: Manpower Planning

Human Resource Planning, Steps in HRP, Succession planning, recruitment and selection, training and career development, training administration, training needs analysis, job analysis - job description and job specifications.

Unit III: Compensation, Benefits and Performance Management

Principles of wage determination; salary structure, grades, range, overtime payments; job evaluation, purpose, methods and procedure; wage policies and regulations in India, performance management.

Unit IV: Industrial Relations

Industrial relations machinery; preventive and settlement machinery; discipline in industry; grievance and the procedure for the redressal of grievance; Roles, rights and responsibilities of trade union; collective bargaining; worker's participation in management.

Unit V: Employee Welfare Services and Security

Quality of work life; health and safety, employee assistance programmers; voluntary welfare schemes for education; recreation, housing, medical services; an outline of social security measure, Conditions of rural labour.

Reference books

1. Monoppa & Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
2. Patnayak, Biswajeet, Human Resource Management, ed. iii, 2006, P.H., New Delhi.
3. T.V. Rao and Raju Rao, (ed) 360 degree Feedback and Performance Management System, Vol. I, ed. ii, 2003, Excel Books.
4. Gar Dessler, Human Resource Management, ed. x, 2006, Pearson Education New Delhi.
5. Strauss & Sayles, Personnel Problems of Management, Prentice Hall of India.
6. Pramod Verma, Management of Industrial Relations, Vora Prakashan, Ahmedabad.
7. Sinha, PRN, Sinha IB and Shekhar SP, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi 2004

Paper Title: RURAL AND TRIBAL NATURAL RESOURCE MANAGEMENT

Paper Code: MBA304

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
Semester End Examination – 80 marks

Objective: To create awareness about the natural resources management that has been continuing in rural and tribal societies in Karnataka and what are the positive prospects and shortcomings of the management.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: INTRODUCTION TO NATURAL RESOURCE MANAGEMENT

Meaning and definition. Natural resource as the base of culture. Nature and culture are always in opposition. Here comes the importance of environment management.

Unit II: LAND MANAGEMENT

The concept of right over land, Right over land and the time concept, Functional right over land to various sectors of the society, Implication of modern development and real estate on the concept of traditional right over land.

Unit III: WATER MANAGEMENT

Traditional resources of water-rivers, lakes, tanks, wells, rain water harvesting. Traditional right over these resources and management. Water distribution-management of water distribution. Traditional methods of preventing water pollution.

Unit IV: MANAGEMENT OF NATURAL PRODUCES

Traditional way of collecting natural produces among rural and tribal communities. Sharing of collected natural produces among people. Traditional way of marketing among rural and tribal communities.

Unit V: ENVIRONMENT MANAGEMENT AND MODERN DEVELOPMENT

The concept of environment among rural and tribal communities, implications of modern development on natural resources management.

References

1. Paul Cloke J, Rural Resource Management, London: Croem Helm, 1985.
2. Shakuntala Devi, Environment and Rural Development, New Delhi: Sarup and Sons, 2006.
3. K K Singh (ed), Environmental Planning for Rural Development, New Delhi: Sarup and Sons, 2001.
4. Promila Kadim, Rural Energy for Sustainable Development, New Delhi: Deep and Deep Publications, 2003.
5. SSP Sharma, Agricultural Growth, Rural Poverty and Environmental Degradation, New Delhi: Serials Publications, 2009.

Paper Title: INSTITUTIONS FOR RURAL AND TRIBAL DEVELOPMENT

Paper Code: MBA305

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
Semester End Examination – 80 marks

Objective: The primary focus of this course is to make students to understand the institutional mechanism for rural and tribal development.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Origin, meaning, types of Rural and Tribal Social Institutions. Family, Marriage, Caste, Tribe, Community, Religion, Cultural institution, Hamlet, village Organisations

Unit II: Special Component Plan (SCP) and Tribal Sub Plan (TSP), DNT (Denotified and Nomadic Tribes) Programs: Rural, Tribal and DNT Development

Unit III: Government Institutions: Gram/Taluk/Zilla Panchayat etc - Rural and Tribal Development

Unit IV: Private Institutions: NGOs - Rural and Tribal Development

Unit V: State/ Central Government Policy and Planning: Rural and Tribal Development

Reference

1. Andre Beteille, 1965, Caste, Class and Power, Pali Sorniya University Press.
2. Baden Powell B H, 1872, The Indian Village Community.
3. David K, 1948, Human Society, New York: The Macmillan Co.
4. David Lewis and Nazneen Kanji, 'Non-Government Organisations and Development', Routledge. New York, 2009.
5. Desai A R, 1978, Rural Sociology in India, Bombay: Popular Prakashana.
6. Dorteia Hilhorst, 'The Real World of NGO's; Discourse-Diversity and Development', Zed Books, 2003.
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8. Giddens Anthony, 2009, Introduction to Sociology, New York: WW Norton.
9. Goonatilleke.S, 'Recolonisation: Foreign Funding NGO's in SriLanka', Sage Publications. New Delhi, 2006.
10. Hurrion, J H, 2006, Caste in India, Bombay: Oxford University Press.
11. Jennifer Brinkerhoff, Stephen C. Smith and Hildy Tregar, 'NGO's and Millennium Development Goals: Citizens Actions to Reduce Poverty', Palgrave Macmillian, 2007.
12. Kapadia K M, 1966, Marriage and Family in India, London: Oxford University press.
13. Panikkar K M, 2008, Hindu Society at Cross Roads, New Delhi.
14. Prabhu P H, 1940, Hindu Social Organisation, Bombay: Popular Prakashana.
15. Sangeeta Kamat, 'Development Hegemony: NGO's and The State in India', Oxford University Press. New Delhi, 2002.
16. Srinivas M N, India's Villages, 1960, Bombay: Media Promoters and Publishers Private Ltd.

17. Thomas Ward, Development, Social Justice and Civil Society: An Introduction to the Political Economy', Paragon House, 2003.
18. ಭುವನಹಳ್ಳಿ ನಾಗರಾಜ್, ೨೦೦೦, ಕರ್ನಾಟಕದಲ್ಲಿ ಗ್ರಾಮಸಭೆಗಳ ವಿಕಾಸ, ಕರ್ನಾಟಕ ವಿಕಾಸ.
19. ಜೋಗನ್ ಶಂಕರ್, ಗ್ರಾಮ ಸಮಾಜ, ೧೯೯೫, ಮೈಸೂರು: ಜೀವನ ಪ್ರಕಾಶನ.
20. ಶಂಕರರಾವ್ ಚ ನ, ಡಾ ಯು ಬಿ ಅಶೋಕಕುಮಾರ, ೨೦೦೮, ಪರಿವರ್ತನೆಯ ಹಾದಿಯಲ್ಲಿ ಗ್ರಾಮೀಣ ಭಾರತ, ಮಂಗಳೂರು: ಜೈ ಭಾರತ ಪ್ರಕಾಶನ.
21. ಶೆಲ್ಲಿಕೇರಿ ಎಚ್ ಡಿ, ೨೦೦೩, ಗ್ರಾಮೀಣಾಭಿವೃದ್ಧಿ ಮತ್ತು ಪಂಚಾಯತ್‌ರಾಜ್ ಇಲಾಖೆಯ ಕಾರ್ಯಕ್ರಮಗಳು, ಮಹಾಂತೇಶ ಬುಕ್ ಡಿಪೋ.

IV- Semester

Paper Title: RURAL AND TRIBAL MARKETING MANAGEMENT

Paper Code: MBA401

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 20 marks
Semester End Examination – 80 marks

Objective: The primary focus of this course will be to analyze Rural Markets, and models. This course will also provide an understanding of Rural Markets and its role in the Economic development.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Indian Rural Market

Introduction: defining rural markets, Concept, Scope, Nature, Size and Nature of Indian Rural Markets, rural marketing mix challenges, the evolving rural consumer, rural India: the exploding middle class. Rural marketing Vs. urban marketing. Rural Demand & Rural Market Index, Problems in Rural Marketing. Evolution of rural marketing, the rural environment; demographic, physical, socio-cultural, and technological environment. The rural economic environment, rural economic structure, rural infrastructure.

Unit II: Consumer Behavior and Market Segmentation

The consumer behavior model, what influences consumer behavior? The buyer behavior decision process. The product adoption process. Lifestyle of rural consumer, rural shopping habits, profile of rural consumer. Rural segmentation: heterogeneity in rural markets, pre-requisites for effective segmentation, degree of segmentation, bases for segmenting rural markets.

Targeting: evaluating of segments, selection and coverage of segments, choosing a coverage strategy. Positioning concept in rural market.

Unit III: Product and Pricing Strategies

The product concept and classification of rural products, product decision and strategies, product designing for rural needs, packaging for rural markets, product branding in rural markets and challenges, new product development in rural markets. Pricing in rural India, setting price for rural products and services, pricing strategies; market entry strategies, product mix pricing strategies, price adjustment strategies.

Unit IV: Distribution Strategies

Availability: the challenges and the dilemma, rural distribution channels, the rural retail environment, channel behavior in rural Areas, distribution models in rural markets, rural – centric distribution models, Rural logistics.

Unit V: Communication Strategies in Rural Markets

Challenges in rural communication, the communication process, developing effective communication, communication message, creating advertisements for rural audiences, sales promotions and events and experiences.

References:

1. Rural Marketing, Pradeep Kashyap, Pearson publications.
2. Rural Marketing, TPG --- Rural Marketing, Environment problems and strategies by T P Gopalswamy, Wheeler publishing, New Delhi.
3. Rural Marketing, CSGK & LR ---- Rural Marketing, text and cases by CSG Krishnamacharulu and Lalitha Ramkrishnan, 2002, Pearson Education Asia.
4. Rural Marketing , SV ----Rural Marketing, targeting the non-urban consumer by Sunil Kumar Velayudhan, Response Books.

Paper Title: MANAGEMENT OF MICRO FINANCIAL INSTITUTIONS

Paper Code: MBA402

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination – 75 marks

Objective: To enable the students to understand the structure and components of micro finance in the rural financial market.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: INTRODUCTION

Meaning, definition, characteristics and importance of Micro Finance, Micro Financial Institutions (MFI), Rural financial market-demand and supply of financial resources, national and international MFIs.

Unit II: MANAGEMENT OF MFIs

Meaning of management of MFIs, Organizational structure of MFIs, personnel and financial management aspects of MFIs, Technology used for management of MFIs, regulation and supervision of MFIs, laws governing MFIs.

Unit III: MICRO FINANCE MODELS

Grameen Bank Model of MFIs, Cooperative model, group savings of rural finance, chit funds, credit access and lending products, contemporary non-credit services provided, formal and informal sources of credit.

Unit IV: ACCOUNTING AND GRADING FOR MFIs

Meaning of accounting, Personal accounting-single entry system, Double entry system of book keeping, Journal & Ledger, Trial Balance and Balance sheet, Accounting books maintained by MFIs, Grading of MFIs-Parameters and Credit Rating Index

Unit V: MICRO FINANCE INITIATIVES IN INDIA

Micro Finance by banks, government loan programs of MF, the Children Bank initiative, the unique people friendly rural credit initiative of SBI in Maharashtra-mobile account opening, deposit and withdrawal, Leading MFIs in India-Bandhan, Micro Finance in India,

Reference

1. Gardener Mills and Cooperman, Managing Financial Institutions, Cengage Learning, New Delhi
2. Muralidharan, Modern Banking, Theory and Practice, PHI, New Delhi
3. Gup, Kolari and frazer, Commercial Banking: The Management of Risk, John Wiley Publications
4. Malcom Harper, Practical Micro-finance- A training guide for South Asia, Vistar publications, New Dehli
5. Thomas Fisher and M.S. Sriram., REXONG Micro-Credit-putting Development Back into Micro Finance, Vistar publications, New Dehli
6. Vij. Madhu. Management of Financial Institutions in India, New Delhi, anmol, 1991

Paper Title: RURAL ENTREPRENEURSHIP

Paper Code: MBA403

Work load: 3+2 hours per week

Credit Points: 4

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination – 75 marks

Objectives

To enable the students to understand the need of rural entrepreneurship, opportunities in entrepreneurship and developing entrepreneurial qualities among students.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Introduction

Evolution of the concept of entrepreneur, characteristics of successful entrepreneurs, the charms of becoming an entrepreneur, the entrepreneurial decision process, functions of entrepreneur, need for an entrepreneur, Distinction between an entrepreneur and manager, Intrapreneur.

Unit II: RURAL Entrepreneurship

Rural Enterprises, Characteristics of Rural Enterprises, Rural Environment Analysis, Role of Rural Enterprises in Economic Development. Meaning of rural entrepreneurship, need for rural entrepreneurship, problems of rural entrepreneurship, How to develop rural entrepreneurship? NGOs Government Role rural entrepreneurship.

Unit III: Agri-Preneurship

Introduction, need for developing agri-preneurs in India, opportunities and challenges for developing agri-preneurship, suggestions for developing agri-preneurship, Social Entrepreneurship: social entrepreneur, meaning and perspective of social entrepreneurship, social entrepreneurship in practice, boundaries of social entrepreneurship.

Unit IV: Family business

Introduction, meaning and types of family business. Family business in India, merits and demerits of family business, major challenges faced by family business, business succession planning, making family business more effective.

Unit V: Micro and small enterprises

Small enterprises, meaning and definition, micro and macro units, essentials, features, and characteristics, relationship between micro and macro units, scope of micro and small enterprises objectives of micro enterprises, enterprise and society role of micro enterprises in economic development, estimates of all India census of MSME, package for promotion of micro and small enterprises, problems of micro and small enterprises. Distinction between rural based and urban based SME's ,Features / skills required / Market and sectoral studies / Organizational Development -People institutions, Co-operatives, SHGs , Producer companies / Rural SME finance - Public Sector Banks, Private Banks, Venture funds, DICS, Government Schemes .

Reference

1. Entrepreneurial Development , Dr. S.S. Khanka, S. Chand publications.
2. Enterprise Marketing Management: The New Science of Marketing.
3. Books related to "Enterprise Marketing Management: The New Science of Marketing":
4. Enterprise Marketing Management: The New Science of Marketing.
5. Enterprise Marketing Management - The New Science of Marketing - Wiley pdf html.
6. Marketing and Selling - Successful Marketing Strategy for High Tech Firms 3rd edition rar.
7. If You're So Brilliant... How Come Your Marketing Plans Aren't Working?: The Essential Guide to Marketing Planning.
8. Six Sigma for Marketing Processes : An Overview for Marketing Executives, Leaders, and Managers.
9. Six Sigma for Marketing Processes An Overview for Marketing Executives Leaders and Managers.
10. Total E-mail Marketing: Maximizing your results from integrated e-marketing.
11. Marketing Automation: Practical Steps to More Effective Direct Marketing.
12. Marketing Automation: Practical Steps to More Effective Direct Marketing.
13. One-to-One Web Marketing: Build a Relationship Marketing Strategy One Customer at a Time, Second Edition.
14. The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyer.
15. The New Rules of Marketing and PR: How to Use News Releases, Blogs, Podcasting, Viral Marketing and Online Media to Reach Buyers Directly.
16. Does.Your.Marketing.Sell.The.Secret.of.Effective.Marketing.Communications.
17. Does Your Marketing Sell The Secret of Effective Marketing Communications.
18. Rural Marketing – Pradeep Kashyap and Siddharth Raut, Biztantra 2008.
19. Rural Development by Katar Singh SAGE publication.

Paper Title: EVENT MANAGEMENT

Paper Code: MBA405

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination – 75 marks

Objective: To enable students to understand the event management, event process, and need of event management; to develop skills among students to manage events in rural areas.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

Unit I: Nature and Types of Events

Objectives of events; characteristics of events; importance of events; structure of events; key elements of events. Event as a product; categories of events, event variations, event watch.

Unit II: Event Planning and Organization

Event Planning; needs for event planning; types of planning; principles of planning; steps in planning; organizational design of event; elements of organizational design; organizational structure, Making the organization work, Authority and power; decentralization; event staffing.

Unit III: Managing the Event process and Leadership

Activities in event management; components of event process; property creation; celebrity management and endorsement; managing media coverage; management of Exhibition; managing a sports event. Subfields of event leadership; event leadership models; event leadership and change; improving leadership skills.

Unit IV: Event Marketing, Promotion and Advertisement

Concepts of market in events; focus of event marketing; brand building and sales simulation; pricing; key issues for event marketing; global and local integration in event marketing
Promotion in events; positioning of events; celebrity advertising.

Unit V: Evaluation of Event

Establishing sensitivity in evaluation; measuring performance; Critical evaluation; measuring reach; measuring interaction.

Reference

1. Event Management, Sitaram Singh, APH publishing corporation.
2. The Event Manager's Bible, the complete guide to planning and organizing a voluntary or public event, D G Conway, Viva books publications.

Paper Title: AGRI-BUSINESS MANAGEMENT

Paper Code: MBA407

Work load: 3+2 hours per week **Credit Points: 4**

Evaluation: Continuous Internal Assessment – 25 marks
Semester End Examination – 75 marks

Objective: The primary focus of this course is to make the students understand the importance, components and process of agri-business.

Pedagogy : Lectures, Assignments, Case discussion, Projects and Seminars.

UNIT I: Introduction

Marketing of Agricultural Products – Agricultural Inputs and their Types, Government Efforts, Challenges, Agricultural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing, Agricultural marketing: features, importance. defects

UNIT II: Marketing of Agricultural Inputs

Agriculture inputs with special reference to fertilizers, seeds, pesticides and other inputs. Organizations and functions of agricultural Marketing in India.

UNIT III: Product Planning and Grading

Product Planning, grading and Packaging for Domestic and Export Markets: Product decisions-Concept of product, brand, packaging. Need for grading reliability of the quality of the products as a basis of price examination; Grade determination techniques; AGMARK, BIS Grades and standards prevailing in other countries. Quality Standards of Agricultural Commodities: Domestic and Export Markets; IS 14000; ISO 9000; Quality Assurance in the Domestic / Export Markets for Agricultural Products.

UNIT IV: Pricing and Promotion of Agricultural commodities

Factors influencing pricing decisions Perceived value pricing . Role of Institutions in determination of prices of agricultural commodities, Processing facilities for different Agricultural products, . Role of warehousing, Determination of agricultural prices and marketing margins, Role of agricultural price commission. Concept of Value and Value Addition ; Pricing in Competitive Environment; Various pricing strategies. Concept of promotional mix. Advertising, sales promotion, personal selling, publicity and public relation Applying appropriate promotional mix for agricultural products. Problems of promoting agricultural products. Possible solutions

UNIT V: Marketing Research

Major techniques of Market Research, Methods of Collection of Information, Dissemination of Market Information, Advantages of Market Report and Market Report.

References

1. Arora R.C, - Integrated Rural Development.
2. Mishra S.N. – Politics and Society in Rural India.
3. Porter, Michael E.- Competitive Strategy.
4. Philip Kotler-Marketing Management.
5. Rudra Ashok – Indian Agricultural Economics- Myths and Realities.
6. Stalk, George - Competing Against Time.
7. Export Management – Prof. Laxmi Narain.

Title: Major Concurrent Project [MCP]

Paper Code : MBA408

Work load: 3+2 hours per week

Credit Points: 4

Evaluation: Project Report - 75 marks

Project Viva - 25 marks

Preamble

The Major Concurrent Project (MCP) is a fully practical oriented course which has been designed to give students in depth knowledge in their field of specialization. Major Concurrent Project (MCP) is an improved version of Summer In-plant Training (SIT), which we use to have at the end of II semester. In MCP, the student will have more scope to apply knowledge. In this MCP students are encouraged to explore concepts already dealt in the class and understand its application in the field. Unlike SIT (at the end of II semester) the student, while carrying Major Concurrent Project, is more focused and would be getting continuous guidance from the external as well as internal experts. The following note presents the broad guidelines of the Major Concurrent Project.

PROCESS / GUIDELINES:

- 1) Each student will select a project in the area of his/her specialization in an organization. (Organization could be any company (Public/Private/NGO/ Government organization/Department etc.)
- 2) The choice of the organization has to be made in consultation with the Institute. The Institute for this purpose should assign an internal faculty member who will act as the mentor throughout the Major Concurrent Project. The assignment of mentor and choice of organization should be made by the end of first week of semester.
- 3) The study conducted by the student will be a full time effort where he/she is required to attend the Industry/business/organization/NGO for over two full days in a week. The industry expert will act as the External guide and the student is required to submit attendance details every week to his mentor.
- 4) The Institute will provide three full days- (Every week Tuesday & Wednesday or Monday & Tuesday or any 2 consecutive week days for the students, to be with the Industry/ External Guides.
- 5) The proposal for the Major Concurrent Project (MCP) should be submitted by 1st week of start of IV semester to the institute. The institute should send a CD of all proposals to Chairman BOE, KJVV by 2nd week of start of IV semester, which will ensure the registration of students for Major Concurrent Project. The Institute should also make arrangement to upload these proposals on their website. Students should prepare these proposals in consultation with the Internal and External Guide.
- 6) The format for the proposal is as given below:
 - Topic of the study (Major Concurrent Project)
 - Need for the study (Stress on Need for study-current trends in the area)
 - A review of earlier research studies conducted
 - Objectives of the study
 - Methodology
 - Proposed outcomes and benefits of the study
- 7) Major Concurrent Project will be conducted in 2 phases as above. The completed MCP report is to be submitted by the end of one week after the last day of the III semester end examinations. Late submissions should not be entertained by the Institute in any case. A soft copy on a CD of all MCP reports is to be sent to Chairman BOE, KJVV immediately after the submission date.

- 8) There shall be a mid review of MCP, to be conducted immediately after the mid semester examinations.
- 9) Separate presentations for the organizations and the Institute have to be arranged in last week of the MCP duration as per mutual convenience.
- 10) There will be a project viva-voce conducted by KJVV, soon after the theory examinations. The panel of examiners will be similar to SIT and as approved by the Board of Studies.

Deliverables

The students are required to deliver the following without any concessions as per the dates mentioned in the above process.

- 1) MCP proposal (by the end of 2nd week of start of IV semester).
- 2) Mid review presentation (Immediately after mid-semester examination).
- 3) Submission of MCP report (by the end of 1st week).
(Soft copy + Hard copy- 3 no.s).
- 4) Presentation (for organization and the Institute) (Last week of the MCP duration)
- 5) Presentation for Viva-voce examination to be conducted by KJVV.
(as per KJVV. Notification).

Format for Major Concurrent Project Reports

The format for the Major Concurrent Project reports should be in the following manner.

- Executive Summary
- Introduction of the study
- About the organization – Brief
- Objectives
- Analysis and Findings
- Discussion
- Conclusion
- References

Alignment of Project Report

- i) A-4 size paper (Executive Bond)
- ii) MS Word style with Times New Roman Font
- iii) Font size -12 for Text and 14 for headings

In certain cases, students may change the format in consultation with his mentor and the External Guide. Enough care should be taken that the Major Concurrent Project report focuses the study undertaken by the student and its findings. The report should contain minimum 50 pages written using the following format: