

M.A. IN RURAL MANAGEMENT COURSE



Department of Lifelong Learning and Extension

Rural Extension Centre

Visva-Bharati, Sriniketan

1. Objective of the Course

Rural Development and Management has emerged as a distinct profession now a day. In the beginning of new millennium both the Governments, Civil Societies and Corporate houses are taking rural development as one of their prime organizational goal. With the changing scenario of world economy the idea of rural development has also being changed. It is no more an isolated philanthropic activity carried on by some charismatic individuals. It became more scientific and integrated as practice. The rural development is now become a multidisciplinary and multidimensional concept. As a separate discipline it encompasses all the knowledge of human activity related to social sciences, economics and natural science. The present course is aiming at the following objectives:

- Develop highly skilled and knowledgeable management professional who can deal with various areas and aspects of rural development.
- Develop analytical and research ability of management professional to be more efficient and innovative in practice.
- Develop rural management professionals with sincere and deep commitment towards the cause of the rural community, free from duplicity, superiority, racialism, with a strong determination to be always and consistently on the side of the rural community and their development.

2. General

- 2.1 The course of study leading to the M.A. Degree in Rural Management of Visva-Bharati shall be conducted by the Department of Lifelong Learning and Extension (Rural Extension Centre), Visva-Bharati, Sriniketan.
- 2.2 Visva-Bharati shall lay down from time to time such rules of admission, courses of study and the methods of examination etc. as may be deemed necessary for the maintenance of adequate standards of University education.

3. Duration of the Course

- 3.1. Two academic years including field work, project work, dissertation, industrial placement/internship.
- 3.2 The classes may be held both in Morning and day session depending on the availability of infrastructure and other resources of the institution.

4. Student Intake

Total student intake is 30 (Reservation is as per Government rules).

5. Admission

- 5.1 The minimum qualification for admission to the course is any Honours Graduate from any University recognized by the Association of Indian Universities.
- 5.2 The applicants for the admission to the M.A. in Rural Management course shall be required to undergo a Written Test, Group Discussion and Personal Interview.
- 4.3 Students who will appear their final examinations (Graduation) by June may also apply. On selection, they are to submit their qualifying mark-sheets by 30th of September or any other date prescribed by the University.
- 4.4 Selection process can be divided into three parts [A] VBMAT (Visva-Bharati Management Admission Test) [B] Group Discussion & [C] Personal Interview. Minimum requirement of 50% aggregate marks in Bachelor's Degree.

6. Academic Calendar

6.1 Academic session will start from July.

6.2 First and Third Semester

- Class Begins : July
- Semester Examination (Internal Assessment) : December

Second and Fourth Semester

- Class Begins : January
- Semester Examination (Internal Assessment) : June
- Placement/Internship : June - July

7. Examination

7.1 Attendance

75% attendance is compulsory for appearing in the examination of each semester.

7.2 Evaluation

- Student evaluation system comprises of both continuous and semester assessments. The components of evaluation of each course should include the following:

a)	(i) Class Test/ Assignments (Except	:	Weightage 10 Marks for
----	-------------------------------------	---	------------------------

	Field Study, Dissertation Work and Placement/Internship)		Each Group (Internal Assessment)
b)	Semester Exam (Except Field Study, Dissertation Work and Placement/Internship)	:	40 Marks Each Group (Internal Assessment)
b)	Field Study, Dissertation Work and Placement/Internship and Viva-Voce in 2 nd , 3 rd and 4 th Semester respectively	:	50 Marks Each (Internal Evaluation) (Board to be duly approved by the University)

7.3 Grading System

- (i) A Seven Point grading system on a base of 10 shall be followed in the University Categorization of these grads and their correlation shall be as under:

Qualification	Grade	Score on 100 Percentage points	Points
Outstanding	‘O’	100 to 90	10
Excellent	‘E’	89 to 80	9
Very Good	‘A’	79 to 70	8
Good	‘B’	69 to 60	7
Fair	‘C’	59 to 50	6
Below Average	‘D’	49 to 40	5
Failed	‘F’	Below 40	2

- (ii) A transitory letter grade I (carrying points 2) shall be introduced for cases where the candidate fails to appear in End Semester Examination(s) and where the results are incomplete. This grade shall automatically be converted into appropriate Grade(s) as and when the results are complete.
- (iii) No student shall be allowed to receive/complete the final degree with any I or F grade.
- (iv) There shall be no class/division awarded to a student either at semester or degree level.
- (v) A students’ level of competence shall be categorized by a GRADE POINT AVERAGE to be specified as :

SGPA - Semester Grade Point Average
YGPA - Yearly Grade Point Average

DGPA - Degree Grade Point Average

- (vi) The overall performance of a successful candidate for the award of M.A. in Rural Management degree shall be based on the combined results of all the examinations of all the four semesters.
- (vii) Definition of Terms :
 - (a) POINT – Integer(s) qualifying each letter grade(s) in the seven point system earned in each item in a Semester by a candidate – viz A is 8, D is 5 etc.
 - (b) CREDIT – Integer signifying the relative emphasis of individual course item(s) in a semester as indicated by the Course structure and syllabus – viz., Semester I, Paper I, Group A is 3.
 - (c) CREDIT POINT – (b) × (a) for each course item.
 - (d) CREDIT INDEX – Σ CREDIT POINT of course items in a Semester.
 - (e) GRADE POINT AVERAGE, in general terms, is defined as

CREDIT INDEX

$\frac{\text{CREDIT INDEX}}{\Sigma \text{ CREDITS}}$

But it is always qualified by the specified period reference, as detailed below.

SEMESTER GRADE POINT AVERAGE (SGPA)

$$= \frac{\text{CREDIT INDEX}}{\Sigma \text{ CREDITS}} \text{ for a semester}$$

YEARLY GRADE POINT AVERAGE (YGPA)

$$= \frac{\text{CREDIT INDEX of First Sem.} + \text{CREDIT INDEX of Second Sem.}}{\Sigma \text{ CREDITS of First Sem.} + \Sigma \text{ CREDITS of Second Sem.}}$$

for an academic year.

(f) DEGREE GRADE POINT AVERAGE (DGPA)

$$\text{DGPA} = \frac{\Sigma \text{ YGPA}}{2}$$

8. Conduct of Examination

8.1 (a) Board of Studies will finalise the dates of examinations (as per academic calendar), paper setters, moderators and examiners for each semester examination. The same will be duly approved by the Vice-Chancellor for appointments.

(b) The Examination Section of Visva-Bharati will publish the dates of semester examination after the meeting of the Board of Studies and appoint the paper setters, moderators, examiners and conduct the examinations.

8.2 Supplementary Examination

(a) Supplementary Examination may be conducted for the students of M.A. Rural Management course, who have failed in not more than 2 courses in the semester, with 12 weeks of the publication of the result.

(b) A candidate who has failed in more than 2 courses may be called as a Repeat candidate, who will be allowed to clear his/her, backlog courses in the appropriate semester examination/s.

(c) A candidate without passing the previous semester examination(s) in full may be allowed to attend the next semester classes. But such a candidate will not be allowed to appear in any semester examination if he/she has backlogs in more than four courses in each preceding semester examination/s.

A candidate will not be given more than three chances to appear in any paper (including the Supplementary Examination). The registration of such candidate will be cancelled automatically.

8.3 Internship: Each student will undergo four weeks Internship Training in any government/ non-government/ industrial/ rural organization. After the training the students will have to submit their Project Reports.

8.4 Publication of Result

(a) The University shall publish a list of all successful candidates of each of the semester examination within a reasonable time from the date of the last examination.

(b) Each successful candidate shall receive his/her M.A. in Rural Management Degree certificate and mark sheets from the University.

9. M.A. in RM CURRICULUM

9.1 NORM:

- Total credits in Master's Programme = 130
- Courses: 4 Papers with two groups in each Semester. Total 24 Paper and 48 Groups Carrying 50 Marks each.
- 1 credit = 10 contact hours.

9.2 Course Content of Two Years (Four Semesters) M.A. in Rural Management

First Semester

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Rural Development Concepts and Theories	3	50
	Group B: Rural Development in India and Rural Development Approaches in other selected Counties	3	50
Paper II	Group A: Rural Society in India	3	50
	Group B: Demographic Dynamics and Population Science	3	50
Paper III	Group A: Basic Managerial Micro Economics	3	50
	Group B: Quantitative Technique for Rural Management - I (Basic Statistics)	3	50
Paper IV	Group A: Financial Accounting	3	50
	Group B: Principles of Management	3	50
Total Credits		24	400

Second Semester

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Macro Economics for rural management	4	50
	Group B: Quantitative Technique for Rural Management - II	3	50
Paper II	Group A: Rural Administration, PRIs and Decentralization	4	50
	Group B: Environment, Climate Change and Disaster management	4	50
Paper III	Group A: Agriculture and Farm Management and Agri-business Management	4	50
	Group B: Rural Livelihood, Rural Non-farm sector and Entrepreneurship development and Management	4	50
Paper IV	Group A: Research Methodology	4	50
	Group B: Field Exposure, Survey, Report Writing, Presentation and Viva-Voce	6	50
Total Credits		33	400

Third Semester

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Rural Public Health and Education Management	6	50
	Group B: Rural Women & Child Development and management	3	50
Paper II	Group A: Production and Operation Management	3	50
	Group B: Forestry, Natural Resource and Watershed Management	5	50
Paper III	Group A: Computer Application, Management Information System (MIS) and Knowledge management (Theory and Practical)	4	50
	Group B: Human Resource Management	4	50
Paper IV	Group A: Project Management (Planning and Operation)	5	50
	Group B: Dissertation Work and Project Proposal Submission, Presentation and Viva-Voce	10	50
Total Credits		40	400

Forth Semester

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Rural Financial Service	3	50
	Group B: Rural Marketing Management	4	50
Paper II	Group A: NGO Management and Corporate Social Responsibility	4	50
	Group B: Social Justice, Human Rights and Marginalized community	3	50
Paper III	Group A: Forest and Tribal Livelihood Management	4	50
	Group B: Micro Insurance and Risk Management	3	50
Paper IV	Group A: Business Ethics, Organizational Development and Management	4	50
	Group B: Placement/Internship, Institutional Visit (Practical and Presentation) and Viva-Voce	8	50
Total Credits		33	400

Semester Wise Course Design

Semester	No. of Group	Credits	Hours	Marks
1	8	24	240	400
2	8	33	330	400
3	8	40	400	400
4	8	33	330	400
Total	32	130	1300	1600

**Proposed Syllabus for Two Years (Four Semesters)
M.A. in Rural Management Course
Visva Bharati, Sriniketan**

**Course Content of Two Years (Four Semesters) M.A. in Rural Management Course
First Semester**

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Rural Development Concepts and Theories	3	50
	Group B: Rural Development in India and Rural Development Approaches in other selected Counties	3	50
Paper II	Group A: Rural Society in India	3	50
	Group B: Demographic Dynamics and Population Science	3	50
Paper III	Group A: Basic Managerial Micro Economics	3	50
	Group B: Quantitative Technique for Rural Management - I (Basic Statistics)	3	50
Paper IV	Group A: Financial Accounting	3	50
	Group B: Principles of Management	3	50
Total Credits		24	400

Second Semester

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Macro Economics for rural management	4	50
	Group B: Quantitative Technique for Rural Management – II	3	50
Paper II	Group A: Rural Administration, PRIs and Decentralization	4	50
	Group B: Environment, Climate Change and Disaster management	4	50
Paper III	Group A: Agriculture and Farm Management and Agri-business Management	4	50
	Group B: Rural Livelihood, Rural Non-farm sector and Entrepreneurship development and Management	4	50
Paper IV	Group A: Research Methodology	4	50
	Group B: Field Exposure, Survey, Report Writing, Presentation and Viva-Voce	6	50
Total Credits		33	400

Third Semester

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Rural Public Health and Education Management	6	50
	Group B: Rural Women & Child Development and	3	50

	management		
Paper II	Group A: Production and Operation Management	3	50
	Group B: Forestry, Natural Resource and Watershed Management	5	50
Paper III	Group A: Computer Application, Management Information System (MIS) and Knowledge management (Theory and Practical)	4	50
	Group B: Human Resource Management	4	50
Paper IV	Group A: Project Management (Planning and Operation)	5	50
	Group B: Dissertation Work and Project Proposal Submission, Presentation and Viva-Voce	10	50
Total Credits		40	400

Forth Semester

Paper	Group and Module Name	Credits	Marks
Paper I	Group A: Rural Financial Service	3	50
	Group B: Rural Marketing Management	4	50
Paper II	Group A: NGO Management and Corporate Social Responsibility	4	50
	Group B: Social Justice, Human Rights and Marginalized Community	3	50
Paper III	Group A: Forest and Tribal Livelihood Management	4	50
	Group B: Micro Insurance and Risk Management	3	50
Paper IV	Group A: Business Ethics, Organizational Development and Management	4	50
	Group B: Placement/Internship, Institutional Visit (Practical and Presentation) and Viva-Voce	8	50
Total Credits		33	400

Semester Wise Course Design

Semester	No. of Group	Credits	Hours	Marks
1	8	24	240	400
2	8	33	330	400
3	8	40	400	400
4	8	33	330	400
Total	32	130	1300	1600

Semester I

Paper I

Group A: Rural Development Concepts and Development Theories (3 Credits)

Course Content

1. Concept of Development
2. Rural Development: Conceptual framework, Nature, Scope, Objectives and Determinant, Approaches and Strategies
3. Indicators of Development and their Measurements.
4. Integrated Rural Development and Management
5. Modernization Theory of Development
6. Dependency Theory of Development
7. Marxian Theory of Development
8. Neo Marxian Theory of Development
9. Development Ideology of India: Mixed Economy, Liberalization, Privatization, Globalization, Economic Recession
10. Concept of Sustainable Development and Alternative Development

Class Allotment

Course Content	No. of Classes	Hours
1. Concept of Development	4	4
2. Rural Development: Conceptual framework, Nature, Scope, Objectives and Determinant, Approaches and Strategies	6	6
3. Indicators of Development and their Measurements.	4	4
4. Integrated Rural Development and Management	2	2
5. Modernization Theory of Development	1	1
6. Dependency Theory of Development	1	1
7. Marxian Theory of Development	1	1
8. Neo Marxian Theory of Development	1	1
9. Development Ideology of India: Mixed Economy, Liberalization, Privatization, Globalization, Economic Recession	6	6
10. Concept of Sustainable Development and Alternative Development	4	4
Total Classes/Hours	30	30

Group B: Rural Development in India and Rural Development Approaches in other selected Counties (3 Credits)

Course Content

1. Rural Development Approaches in Pre-Independence Phase: Martandam Experiment, Sriniketan Experiment, Gurgaon experiment, Gandhian Experiment,
2. R. N. Tagore Philosophy of Rural Reconstruction
3. Gandhian Philosophy of Gram Swaraj
4. Post Independent Approaches for Rural Development in India
5. Rural Development and Five Year Plan
6. Rural Development Policies, Programmes and Schemes in India and Their critical evaluation
7. Present Day Rural Development Programmes and Schemes in India
8. Millennium Development Goal and India
9. International Experiences from Developing Countries like Asian Countries (China/Japan/Sri Lanka); Latin American Countries (Brazil/Mexico); African Countries (Ethiopia); East European Countries (Poland/Russia)
10. Status of Rural Development in SAARC Countries

Class Allotment

Course Content	No. of Classes	Hours
1. Rural Development Approaches in Pre-Independence Phase: Martandam Experiment, Sriniketan Experiment, Gurgaon experiment, Gandhian Experiment, Etawa Project, Firka Experiment, Nilokhari Experiment	5	5
2. R. N. Tagore Philosophy of Rural Reconstruction	2	2
3. Gandhian Philosophy of Gram Swaraj	1	1
4. Post Independent Approaches for Rural Development in India	3	3
5. Rural Development and Five Year Plan	2	2
6. Rural Development Policies, Programmes and Schemes in India and Their critical evaluation	5	5
7. Present Day Rural Development Programmes and Schemes in India	2	2
8. Millennium Development Goal and India	2	2
9. International Experiences from Developing Countries like Asian Countries (China/Japan/Sri Lanka); Latin American Countries (Brazil/Mexico); African Countries (Ethiopia); East European Countries (Poland/Russia)	5	5
10. Status of Rural Development in SAARC Countries	3	3
Total Classes/Hours	30	30

Paper II:**Group A: Rural Society in India (Theory and Practical) – 3 Credits****Course Content**

1. Rural Society: Concept, Difference between Rural and Urban Societies
2. Rural Social Structure
3. Social Institutions: Family, Marriage, Religion,
4. Social Stratification: Class and Caste, Minority Group, Scheduled Caste, Scheduled Tribe, Other Backward Communities, Weaker Sections.
5. Concept of Rural Leadership: Changing Power Structure, Types and Characteristics of Leadership, Role of rural Leaders in social change
6. Rural Economic Problems: Population, Poverty, Illiteracy, Unemployment, Intoxicant Consumption
7. Rural Social Problem: Gender Disparity, Child Labour, Child Marriage, Juvenile Delinquency, Unsociability, Violence
8. Field Visit in a local village and Students in groups will prepare a summary of the field visit and give a presentation

Class Allotment

Course Content	No. of Classes	Hours
1. Rural Society: Concept, Difference between Rural and Urban Societies	2	2
2. Rural Social Structure	2	2
3. Social Institutions: Family, Marriage, Religion,	3	3
4. Social Stratification: Class and Caste, Minority Group, Scheduled Caste, Scheduled Tribe, Other Backward Communities, Weaker Sections.	4	4
5. Concept of Rural Leadership: Changing Power Structure, Types and Characteristics of Leadership, Role of rural Leaders in social change	3	3
6. Rural Economic Problems: Population, Poverty, Illiteracy, Unemployment, Intoxicant Consumption	3	3
7. Rural Social Problem: Gender Disparity, Child Labour, Child Marriage, Juvenile Delinquency, Unsociability, Violence	3	3
8. Field Visit in a local village and Students in groups will prepare a summary of the field visit and give a presentation	10	10
Total Classes/Hours	30	30

Group B: Demographic Dynamics and Population Science – 3 Credits**Course Content**

1. Rural Demography and Its characteristics
2. Concept of Demographic Dynamics
3. Vital Statistics, Rates and Ratios in Demographic Analysis
4. Population Statistics: Sources, Defects, Data Availability

5. Pre-Census Population Data, Sample Survey Data, Civil Registration, Sample Registration, Indian Census
6. Population Comparison in India, NSSO
7. Population Theory of Malthus and Marx,
8. Theory of Optimal Population
9. Theory of Demographic Transition – Indian Case Study
10. Population Policies in India

Class Allotment

Course Content	No. of Classes	Hours
1. Rural Demography and Its characteristics	4	4
2. Concept of Demographic Dynamics	4	4
3. Vital Statistics, Rates and Ratios in Demographic Analysis	5	5
4. Population Statistics: Sources, Defects, Data Availability	3	3
5. Pre-Census Population Data, Sample Survey Data, Civil Registration, Sample Registration, Indian Census	3	3
6. Population Comparison in India, NSSO	2	2
7. Population Theory of Malthus and Marx,	2	2
8. Theory of Optimal Population	2	2
9. Theory of Demographic Transition – Indian Case Study	2	2
10. Population Policies in India	3	3
Total Classes/Hours	30	30

Paper III:

Group A: Basic Managerial Micro Economics – 3 Credits

Course Content

1. Supply and Demand Analysis: Demand Curve, Demand Shifts, Elasticity of Demand, Supply Curve, Shifts in Supply, Equilibrium of Supply and Demand
2. Consumer Analysis: Utility, Law of diminishing marginal utility, Indifference curve analysis, Indifference curve, budget line, equilibrium condition
3. Production Analysis: Production function, Total product, average product, marginal product, Law of diminishing returns, Return to scale, Least cost factor combination for a given output
4. Cost Analysis: Cost Concept, Link between production and cost, Total cost, average cost, marginal cost
5. Market Structure: Types of market, Perfect competition, Monopoly
6. Measuring National Income: Different concepts, Problems, Price indices
7. Determination of National Income: Aggregate demand, aggregate supply curve, Concept of multiplier
8. Introduction to Government Budget Revenues, Expenditures, Deficits
9. Inflation Meaning: Causes, Effects, Remedial measures
10. Economic Planning and Rural Development

Class Allotment

Course Content	No. of Classes	Hours
1. Supply and Demand Analysis: Demand Curve, Demand Shifts, Elasticity of Demand, Supply Curve, Shifts in Supply, Equilibrium of Supply and Demand	4	4
2. Consumer Analysis: Utility, Law of diminishing marginal utility, Indifference curve analysis, Indifference curve, budget line, equilibrium condition	4	4
3. Production Analysis: Production function, Total product, average product, marginal product, Law of diminishing returns, Return to scale, Least cost factor combination for a given output	4	4
4. Cost Analysis: Cost Concept, Link between production and cost, Total cost, average cost, marginal cost	4	4
5. Market Structure: Types of market, Perfect competition, Monopoly	3	3
6. Measuring National Income: Different concepts, Problems, Price indices	3	3
7. Determination of National Income: Aggregate demand, aggregate supply curve, Concept of multiplier	2	2
8. Introduction to Government Budget Revenues, Expenditures, Deficits	2	2
9. Inflation Meaning: Causes, Effects, Remedial measures	2	2
10. Economic Planning and Rural Development	2	2
Total Classes/Hours	30	30

Group B: Quantitative Technique for Rural Management - I (Basic Statistics) – 3 Credits

Course Content

1. Basic Concept of Statistics: Concept, Historical Note, Limitation, Statistics and Research
2. Summarization of Statistical data: Types of Data, Collection of Data, Tabulation of data
3. Frequency Distribution, Diagrammatic Representation of data – Tabular, Graphical, Pictorial
4. Measurement of Central Tendency: Mathematical Average (Mean) and Positional Average (Median, Mode and Quartile).
5. Measures of Dispersion: Range, Mean Deviation, Standard Deviation, Quartile Deviation,
6. Gini's Mean Difference, Gini's Coefficient, Coefficient of Variance
7. Correlation
8. Regression (Bivariate Data)

9. Index Number: Laspyers, Paasche's and Fisher's ideal Index Number
10. Cost of Living Index Number, Price Index Number

Class Allotment

Course Content	No. of Classes	Hours
1. Basic Concept of Statistics: Concept, Historical Note, Limitation, Statistics and Research	2	2
2. Summarization of Statistical data: Types of Data, Collection of Data, Tabulation of data	3	3
3. Frequency Distribution, Diagrammatic Representation of data – Tabular, Graphical, Pictorial	3	3
4. Measurement of Central Tendency: Mathematical Average (Mean) and Positional Average (Median, Mode and Quartile).	3	3
5. Measures of Dispersion: Range, Mean Deviation, Standard Deviation, Quartile Deviation,	5	5
6. Gini's Mean Difference, Gini's Coefficient, Coefficient of Variance	3	3
7. Correlation	3	3
8. Regression (Bivariate Data)	3	3
9. Index Number: Laspyers, Paasche's and Fisher's ideal Index Number	3	3
10. Cost of Living Index Number, Price Index Number	2	2
Total Classes/Hours	30	30

Paper IV:

Group A: Financial Accounting – 3 Credits

Course Content

1. Concept of Accounting: Meaning of Book Keeping and Accounting,
2. Accounting and Accountancy, Branches and Objective of Book Keeping
3. Accounting Equations, Procedures and Principles of Accounting, Double Entry System of Book Keeping
4. The Accounting Cycle: Journal, Cash Book, General Ledger, Trial Balance
5. Recognition and Measurement of Assets and Liabilities
6. Financial Statement: Meaning, Objective and Preparation of Trading,
7. Profit, Loss Account, Balance Sheet, Final Account with Adjustment, Financial Statement Analysis
8. Fund Flow and Cash Flow Statement
9. Accounting Policy
10. Accounting System of Non-Governmental Organization: Receipt and Payment Accounts, Income and Expenditure Account and Balance Sheet

Class Allotment

Course Content	No. of Classes	Hours
1. Concept of Accounting: Meaning of Book Keeping and Accounting	4	4

2. Accounting and Accountancy, Branches and Objective of Book Keeping	2	2
3. Accounting Equations, Procedures and Principles of Accounting, Double Entry System of Book Keeping	4	4
4. The Accounting Cycle: Journal, Cash Book, General Ledger, Trial Balance	4	4
5. Recognition and Measurement of Assets and Liabilities	2	2
6. Financial Statement: Meaning, Objective and Preparation of Trading	2	2
7. Profit, Loss Account, Balance Sheet, Final Account with Adjustment, Financial Statement Analysis	2	2
8. Fund Flow and Cash Flow Statement	2	2
9. Accounting Policy	2	2
10. Accounting System of Non-Governmental Organization: Receipt and Payment Accounts, Income and Expenditure Account and Balance Sheet	6	6
Total Classes/Hours	30	30

Group B: Principles of Management – 3 Credits

Course Content

1. Management: Concept, relevance in development work and organizations, Management as a process and Challenges of Management
2. Managerial roles , functions and Skills
3. Historical Background of Management, Principles of Management
4. Organization: Mission, Goal, Types, Features and Structure, Importance of sound organization, Organization Theories
5. Organizational Structure: Mechanistic vs Organic System, Functional Design, Place Design, Product Design, Matrix Design
6. Organizational Culture: Concept and Characteristics, Types of Corporate Culture, Western and Oriental Culture, Indian Organizational Culture, Cultural Change
7. Leadership Style: Leadership Theories, Direction and Supervision, Skill of a Supervisor, Leadership, Motivation and Communication, Authority, Power and Delegation
8. Controlling: Concept and Importance of control, types of Control methods, Effective Control system, Sources and Types of Conflict, Conflict Resolution
9. Participative Management: Concept, Role of Manager in Participative Management, Traditional vs Participative Management
10. Organizational Change and Development: Organizational Change Process, OD Models, OD Interventions, Resistance to Change

Class Allotment

Course Content	No. of Classes	Hours
1. Management: Concept, relevance in development work and organizations, Management as a process and	4	4

Challenges of Management		
2. Managerial roles , functions and Skills	3	3
3. Historical Background of Management, Principles of Management	3	3
4. Organization: Mission, Goal, Types, Features and Structure, Importance of sound organization, Organization Theories	3	3
5. Organizational Structure: Mechanistic vs Organic System, Functional Design, Place Deign, Product Design, Matrix Design	3	3
6. Organizational Culture: Concept and Characteristics, Types of Corporate Culture, Western and Oriental Culture, Indian Organizational Culture, Cultural Change	3	3
7. Leadership Style: Leadership Theories, Direction and Supervision, Skill of a Supervisor, Leadership, Motivation and Communication, Authority, Power and Delegation	3	3
8. Controlling: Concept and Importance of control, types of Control methods, Effective Control system, Sources and Types of Conflict, Conflict Resolution	2	2
9. Participative Management: Concept, Role of Manager in Participative Management, Traditional vs Participative Management	3	3
10. Organizational Change and Development: Organizational Change Process, OD Models, OD Interventions, Resistance to Change	3	3
Total Classes/Hours	30	30

Second Semester

Paper I

Course Content

Group A: Macro Economics for rural management – 4 Credits

1. Underdevelopment: Meaning, Characteristics, Major Issues of Economic Development, Determinants of Economic Development
2. Obstacles of Economic Growth: Economic, Social and Political Factors
3. Economic Transition in India: Indian Economy in Pre-Independent and Post-Independent Periods
4. Occupational Structure and Economic Development: Occupational Distribution, Workforce Participation, Occupational Pattern in India
5. Poverty, Inequity and Unemployment: Poverty Concept, Vicious Cycle of Poverty, Poverty Measurement and Eradication Programmes, Inequity – Concept and Measurement, Unemployment – Nature, Trends and Structure
6. Rural Finance Structure and Condition: Need, Sources and Features; Cooperative Credit Societies, Land Development Banks, Regional Rural Banks, Commercial

- Banks, NABARD, Agriculture Review Committee, Microfinance, Self Help Groups (SHGs)
7. Money: Definition, Function, Demand for Money and Supply of Money
 8. Trade Cycle: Types and Phase with special reference of Rural Products
 9. Inflation and Deflation
 10. Regulatory Economic Policies: Fiscal Policy – Public Expenditure and Public Revenue, Monetary Policy

Class Allotment

Course Content	No. of Classes	Hours
1. Underdevelopment: Meaning, Characteristics, Major Issues of Economic Development, Determinants of Economic Development	4	4
2. Obstacles of Economic Growth: Economic, Social and Political Factors	4	4
3. Economic Transition in India: Indian Economy in Pre-Independent and Post-Independent Periods	4	4
4. Occupational Structure and Economic Development: Occupational Distribution, Workforce Participation, Occupational Pattern in India	4	4
5. Poverty, Inequity and Unemployment: Poverty Concept, Vicious Cycle of Poverty, Poverty Measurement and Eradication Programmes, Inequity – Concept and Measurement, Unemployment – Nature, Trends and Structure	4	4
6. Rural Finance Structure and Condition: Need, Sources and Features; Cooperative Credit Societies, Land Development Banks, Regional Rural Banks, Commercial Banks, NABARD, Agriculture Review Committee, Microfinance, Self Help Groups (SHGs)	6	6
7. Money: Definition, Function, Demand for Money and Supply of Money	4	4
8. Trade Cycle: Types and Phase with special reference of Rural Products	4	4
9. Inflation and Deflation	2	2
10. Regulatory Economic Policies: Fiscal Policy – Public Expenditure and Public Revenue, Monetary Policy	4	4
Total Classes/Hours	40	40

Group B: Quantitative Technique for Rural Management – 3 Credits

Course Content

1. Probability Theory: Classical Definition of Probability (Priori and empirical), Properties of Probability, Theorems of Total Probabilities and its Generalization, Theorem of Compound Probability, Bayes Theorem, Random Variables, Probability distribution and Mathematical Expectation,
2. Skewed and Symmetric distribution

3. Normal Distribution
4. Sampling Method: Theory of Sampling, Sample Survey and Complete Enumeration, Biases and Errors in Sample Survey,
5. Random Sampling Method, Subjective and Objective Sampling, Probabilistic, Non-probabilistic and Mixed Sampling, Simple Random Sampling with and without replacement, Stratified Random Sampling, Systematic Sampling, Quota Sampling, Multistage Sampling, Purposive Sampling
6. Test of Hypothesis: Concept, Simple and Composite Hypothesis, Null and Alternative Hypothesis, Test Statistics, Critical Region, Level of Significance, Type I and Type II Error
7. Small and Large Sample Test: Z Test, Chi Square Test, t Test, F Test, Frequency Chi Square Test
8. Multiple Correlation
9. Multiple Regression
10. Association Test: Logit and Odd Ratio

Class Allotment

Course Content	No. of Classes	Hours
1. Probability Theory: Classical Definition of Probability (Priori and empirical), Properties of Probability, Theorems of Total Probabilities and its Generalization, Theorem of Compound Probability, Bayes Theorem, Random Variables, Probability distribution and Mathematical Expectation,	5	5
2. Skewed and Symmetric distribution	1	1
3. Normal Distribution	1	1
4. Sampling Method: Theory of Sampling, Sample Survey and Complete Enumeration, Biases and Errors in Sample Survey,	2	2
5. Random Sampling Method, Subjective and Objective Sampling, Probabilistic, Non-probabilistic and Mixed Sampling, Simple Random Sampling with and without replacement, Stratified Random Sampling, Systematic Sampling, Quota Sampling, Multistage Sampling, Purposive Sampling	3	3
6. Test of Hypothesis: Concept, Simple and Composite Hypothesis, Null and Alternative Hypothesis, Test Statistics, Critical Region, Level of Significance, Type I and Type II Error	3	3
7. Small and Large Sample Test: Z Test, Chi Square Test, t Test, F Test, Frequency Chi Square Test	6	6
8. Multiple Correlation	3	3
9. Multiple Regression	3	3
10. Association Test: Logit and Odd Ratio	3	3
Total Classes/Hours	30	30

Paper II:**Group A: Development Administration, Rural Planning, PRIs and Decentralization – 4 Credits****Course Content**

1. Basic of Public Administration and Development Administration, Evolution, Principle, Characteristics and Inter-relationship
2. The Constitution of India: Preambles, Fundamental Rights, Directive Principles, Fundamental Duties, Governance Structure, The Union and State Level
3. Rural Planning: Concept, Role, Importance and Scope for Rural Development,
4. Centralized and Decentralized Planning, Top-Down and Bottom-Up Planning
5. Multi-level Planning: Different levels of Planning, Situation Analysis at different levels, data requirement and Sources, data interpretation, Problem Identification, Setting up goals and objectives, priority, strategy, mobilization, Capacity Building, Integration, implementation and Evaluation
6. Decentralization: Concept, Theory, Evolution of Decentralized planning in India, 73rd and 74th Constitutional Amendment Acts,
7. Panchayati Raj Institution: Evolution, Concept, Structure of PRI,
8. Role and Responsibility of PRI, Funding Pattern
9. Participatory Decentralized Planning: Concept, role and importance, Method of Participatory Planning
10. Development Programmes: Economic and Social Sector

Class Allotment

Course Content	No. of Classes	Hours
1. Basic of Public Administration and Development Administration, Evolution, Principle, Characteristics and Inter-relationship	5	5
2. The Constitution of India: Preambles, Fundamental Rights, Directive Principles, Fundamental Duties, Governance Structure, The Union and State Level	5	5
3. Rural Planning: Concept, Role, Importance and Scope for Rural Development	2	2
4. Centralized and Decentralized Planning, Top-Down and Bottom-Up Planning		
5. Multi-level Planning: Different levels of Planning, Situation Analysis at different levels, data requirement and Sources, data interpretation, Problem Identification, Setting up goals and objectives, priority, strategy, mobilization, Capacity Building, Integration, implementation and Evaluation	4	4
6. Decentralization: Concept, Theory, Types of Decentralization, Evolution of Decentralized planning in India, 73 rd and 74 th Constitutional Amendment Acts,	6	6
7. Panchayati Raj Institution: Evolution, Concept, Structure of PRI	4	4
8. Role and Responsibility of PRI, Funding Pattern	2	2

9. Participatory Decentralized Planning: Concept, role and importance, Method of Participatory Planning	4	4
10. Development Programmes: Economic and Social Sector	6	6
Total Classes/Hours	40	40

Group B: Environment, Climate Change and Disaster management – 4 Credits

Course Content

1. Environment & Ecology: Concept of environment and ecology, Resources vis-a-vis environment, Continuum, depletion, destruction, scarcity and abundance, Nature and Scope of Resource study, Man, Nature, and Cultural interaction in Resource Development, Environment and Resource utilization
2. Bio-diversity and its Management: Biodiversity and its Values, World zones, Richness in India's biodiversity, Hotspots of Bio-diversity National Biodiversity Act, Threats in biodiversity, IPR, Role of Bio-diversity management in sustainable development
3. Environment-Conservation Awareness & Education Need, Role of Government, role of NGOs; Environmental audit and accounting, Environmental Impact Analysis, Environmental Ethics, Need to develop a shared vision of a sustainable earth, Environmental and Regional Conflicts (Political, Technical and Economic), Different movements on environmental issues in India
4. Natural Disaster Management: Definition of Vulnerability, Hazards and Disaster and their inter relationships, vulnerable groups; Types of Disaster, Global Disaster Scenario, Indian Disaster scenario, West Bengal Overview; Risk & vulnerability assessment
5. Understanding Scientific Issues: Atmospheric Gas Composition, Natural Hazards, GHG/Trace Gases, Global Warming, Deforestation, Climate Change and its Impact
6. Case Studies on various recent disasters in India: Land Slides, Cyclone, Tsunami, Snow Avalanche, Flood, Fire, Drought, Industrial Accident, Chemical Emergency, Avian Influenza
7. Response System, Continuum of Disaster management, SAR, VCA matrix, Disaster Preparedness, Mitigation
8. Disaster Preparedness (DP): Definition, Role of different stake holders including community, Various modules of DP and present laws, policy code, Act, Early warning system & its utilization
9. Community Based Disaster Preparedness (CBDP): Steps - Awareness generation, PLA, Taskforce formation, TF activation, Mock drill, Disaster Mitigation - role of different stakeholders
10. Energy Resource Management: Energy and Environment, Energy as Resource, different Sources, Conventional and Non conventional Energy, Energy and Fuel, Future of use of energy, Brief about Technologies of Non-conventional energy use

Class Allotment

Course Content	No. of Classes	Hours
-----------------------	-----------------------	--------------

1. Environment & Ecology: Concept of environment and ecology, Resources vis-a-vis environment, Continuum, depletion, destruction, scarcity and abundance, Nature and Scope of Resource study, Man, Nature, and Cultural interaction in Resource Development, Environment and Resource utilization	4	4
2. Bio-diversity and its Management: Biodiversity and its Values, World zones, Richness in India's biodiversity, Hotspots of Bio-diversity National Biodiversity Act, Threats in biodiversity, IPR, Role of Bio-diversity management in sustainable development	4	4
3. Environment-Conservation Awareness & Education Need, Role of Government, role of NGOs; Environmental audit and accounting, Environmental Impact Analysis, Environmental Ethics, Need to develop a shared vision of a sustainable earth, Environmental and Regional Conflicts (Political, Technical and Economic), Different movements on environmental issues in India	5	5
4. Natural Disaster Management: Definition of Vulnerability, Hazards and Disaster and their inter relationships, vulnerable groups; Types of Disaster, Global Disaster Scenario, Indian Disaster scenario, West Bengal Overview; Risk & vulnerability assessment	5	5
5. Understanding Scientific Issues: Atmospheric Gas Composition, Natural Hazards, GHG/Trace Gases, Global Warming, Deforestation, Climate Change and its Impact	3	3
6. Case Studies on various recent disasters in India: Land Slides, Cyclone, Tsunami, Snow Avalanche, Flood, Fire, Drought, Industrial Accident, Chemical Emergency, Avian Influenza	3	3
7. Response System, Continuum of Disaster management, SAR, VCA matrix, Disaster Preparedness, Mitigation	4	4
8. Disaster Preparedness (DP): Definition, Role of different stake holders including community, Various modules of DP and present laws, policy code, Act, Early warning system & its utilization	4	4
9. Community Based Disaster Preparedness (CBDP): Steps - Awareness generation, PLA, Taskforce formation, TF activation, Mock drill, Disaster Mitigation - role of different stakeholders	4	4
10. Energy Resource Management: Energy and Environment, Energy as Resource, different Sources,	4	4

Conventional and Non conventional Energy, Energy and Fuel, Future of use of energy, Brief about Technologies of Non-conventional energy use		
Total Classes/Hours	40	40

Paper III:

Group A: Agriculture and Farm Management and Agri-business Management – 4 Credits

Course Content

1. Understanding Agriculture Markets, Components and Dimensions of Agriculture Market and Marketing
2. Farm Management: Concept, Scope and relation with other sciences, Farm Management Decisions (strategic, operational and administrative), Organization of resources, Farm Labour Management, Machinery Management
3. Agri-Business Plan: Concept of Business plan, types of business firms, types of plan, writing the agri-business plan
4. Cash Management: Introduction, problems of cash management; cash planning; cash budget
5. Marketing Management for Agri - Business: Concept, agricultural marketing, need to study marketing, marketing criteria, Marketing concept vs. selling concept, Marketing environment, Market segmentation, target markets, Marketing mix (The 6 P's of marketing)
6. Rural Markets: concept, types, channels and distribution, agents, price spread - marketing margins and efficiency, Traditional Marketing system in Rural Areas, Modern marketing systems in rural areas – its characteristics, agencies involved including corporate sector, problems of rural marketing; Producer' surplus - meaning, types of producer's surplus, marketed and marketable surplus. Factors affecting marketable surplus
7. Procurement: Importance, Procurement and marketing, Difference between industrial raw materials and agricultural raw materials, Scope of agriculture, Procurement management environment, Procurement function, Types of purchasing, Procurement objective, right quality/ right source of supply/ right price/ right time/ right quantity, Transportation, Receiving and storage, Planning technique for procurement, General procedure for a typical purchase, Ethics in purchasing
8. Supply Chain Management (SCM): Introduction, Key issues, evolution, importance, logistics, Difference Between Supply Chain and Value Chain
9. Futures Exchange and Risk Management: Price risk, Causes of price risk, Methods of tackling price risks, Evaluation of methods for their efficiency and limitation, Hedging- advantages, principles, types, hedge ratio
10. Warehouse Receipts and Collateral Management: Introduction, function, classification; warehouse receipt, Collateral management and its functions, Issues related to warehouse receipts- negotiability; warehousing (Development and Regulation) Bill, 2005

Class Allotment

Course Content	No. of Classes	Hours
1. Understanding Agriculture Markets, Components and Dimensions of Agriculture Market and Marketing	3	3
2. Farm Management: Concept, Scope and relation with other sciences, Farm Management Decisions (strategic, operational and administrative), Organization of resources, Farm Labour Management, Machinery Management	4	4
3. Agri-Business Plan: Concept of Business plan, types of business firms, types of plan, writing the agri-business plan	4	4
4. Cash Management: Introduction, problems of cash management; cash planning; cash budget	3	3
5. Marketing Management for Agri – Business: Concept, agricultural marketing, need to study marketing, marketing criteria; Marketing concept vs. selling concept, Marketing environment, Market segmentation, target markets, Marketing mix (The 6 P's of marketing)	4	4
6. Rural Markets: concept, types, channels and distribution, agents, price spread - marketing margins and efficiency, Traditional Marketing system in Rural Areas, Modern marketing systems in rural areas – its characteristics, agencies involved including corporate sector, problems of rural marketing; Producer' surplus - meaning, types of producer's surplus, marketed and marketable surplus. Factors affecting marketable surplus	5	5
7. Procurement: Importance, Procurement and marketing, Difference between industrial raw materials and agricultural raw materials, Scope of agriculture, Procurement management environment, Procurement function, Types of purchasing, Procurement objective, right quality/ right source of supply/ right price/ right time/ right quantity, Transportation, Receiving and storage, Planning technique for procurement, General procedure for a typical purchase, Ethics in purchasing	5	5
8. Supply Chain Management (SCM): Introduction, Key issues, evolution, importance, logistics, Difference Between Supply Chain and Value Chain	4	4
9. Futures Exchange and Risk Management: Price risk, Causes of price risk, Methods of tackling price risks, Evaluation of methods for their efficiency and limitation, Hedging- advantages, principles, types, hedge ratio	4	4

10. Warehouse Receipts and Collateral Management: Introduction, function, classification; warehouse receipt, Collateral management and its functions, Issues related to warehouse receipts- negotiability; warehousing (Development and Regulation) Bill, 2005	4	4
Total Classes/Hours	40	40

Group B: Rural Livelihood, Rural Non-farm sector and Entrepreneurship Development and Management – 4 Credits

Course Content

1. Rural Livelihood: Concept, Indicators of Rural Livelihood, Levels of Living
2. Framework for Rural Livelihood Analysis (Sustainable Livelihood Framework), Livelihood Strategies
3. Non-farm Sector: Concept, Importance and Difference between Non-farm and farm sector, Non-farm Employment Scenario in India, Programmes and Policies for Non-Farm Sector, Cottage and Small Scale Industries, Agro-Industries
4. Value Chain Analysis: Concept, Types of Value Chain, Importance, Method of Value Chain Analysis, Gender Sensitive Value Chain Analysis, Stakeholder Analysis, Identification of livelihood Intervention opportunities and case study
5. Concept of SHGs and Their Formulation, Gradation, Inter-loaning System, and Role in Livelihood Generation, SGSY and NRLM
6. Entrepreneurship: Concept, Entrepreneurial traits, Capabilities of Entrepreneurs, Development of Women Entrepreneurs, Role and Importance of Entrepreneur in economic growth. Factors affecting Entrepreneurial Growth and Management
7. Social Entrepreneurship: Concept, Genesis and Importance, Case Studies
8. Establishing Entrepreneurial system: Business Idea Generation, processing, Idea selection, Input Requirement, Feasibility Analysis
9. Financial Institutions for Rural Enterprise Development: Scope, Objective and Functions
10. Licensing and Registration of SSIs: Need and Procedures, Factory Act 1948, Sale of Goods Act, Indian Partnership Act

Class Allotment

Course Content	No. of Classes	Hours
1. Rural Livelihood: Concept, Indicators of Rural Livelihood, Levels of Living,	3	3
2. Framework for Rural Livelihood Analysis (Sustainable Livelihood Framework), Livelihood Strategies	2	2
3. Non-farm Sector: Concept, Importance and Difference between Non-farm and farm sector, Non-farm Employment Scenario in India, Programmes and Policies for Non-Farm Sector, Cottage and Small Scale Industries, Agro-Industries	5	5
4. Value Chain Analysis: Concept, Types of Value Chain, Importance, Method of Value Chain Analysis,	6	6

Gender Sensitive Value Chain Analysis, Stakeholder		
5. Analysis, Identification of livelihood Intervention opportunities and case study		
6. Concept of SHGs and Their Formulation, Gradation, Inter-loaning System, and Role in Livelihood Generation, SGSY and NRLM	4	4
7. Entrepreneurship: Concept, Entrepreneurial traits, Capabilities of Entrepreneurs, Development of Women Entrepreneurs, Role and Importance of Entrepreneur in economic growth. Factors affecting Entrepreneurial Growth and Management	4	4
8. Social Entrepreneurship: Concept, Genesis and Importance, Case Studies	4	4
9. Establishing Entrepreneurial system: Business Idea Generation, processing, Idea selection, Input Requirement, Feasibility Analysis	4	4
10. Financial Institutions for Rural Enterprise Development: Scope, Objective and Functions	4	4
11. Licensing and Registration of SSIs: Need and Procedures, Factory Act 1948, Sale of Goods Act, Indian Partnership Act	4	4
Total Classes/Hours	40	40

Paper IV:

Group A: Research Methodology – 4 Credits

Course Content

1. Research Methodology: An Introduction, Origin of Social Research, Purpose, Types, Scientific Research Vs Social Research
2. Research Methodologies in Rural Development (Concept & Applicability): Social Survey, Community Survey, Diagnostic Study, Prognostic Research, Evaluative Research, Case Study, Comparative Studies - Synchronic and Diachronic, Participatory Research, Action Research, Field Research, Lay-out of experiments
3. Research Design: Definition, Nature, Scope and Classification, Objectives, General Rule and Functions, Research Process - Major Steps of Research - Selection of Research Problem, Formulation of Research Problem
4. Hypothesis-Definitions, Types, Sources, Utility, and Characteristics of good hypothesis
5. Tools of Data Collection: Skills and techniques; Participant and Non- participant, Observation, Interview, Questionnaire Administration
6. Interview: Group interview, Panel interview, Focused interview, Repetitive interview, Focus Group Discussion, Questionnaire – Open ended and Close ended questions - Mailed Questionnaire
7. Participatory methods of data collection: RRA, PRA, PLA etc, Different tools of PRA

8. Measurements: Types and problems of measurement, Scaling techniques - Thurstone's Equal Appearing Interval Scale, Likert's Summated rating Scale
9. Analysis and interpretation of data: Data - Definition, types (Qualitative vs. Quantitative), Coding vs. Scoring
10. Literature Review: Purpose, Procedure, Citation, Method of Preparing Bibliography, Research Report Writing - Purpose, Formats, Techniques, Language

Class Allotment

Course Content	No. of Classes	Hours
1. Research Methodology: An Introduction, Origin of Social Research, Purpose, Types, Scientific Research Vs Social Research	3	3
2. Research Methodologies in Rural Development (Concept & Applicability): Social Survey, Community Survey, Diagnostic Study, Prognostic Research, Evaluative Research, Case Study, Comparative Studies - Synchronic and Diachronic, Participatory Research, Action Research, Field Research, Lay-out of experiments	5	5
3. Research Design: Definition, Nature, Scope and Classification, Objectives, General Rule and Functions, Research Process - Major Steps of Research - Selection of Research Problem, Formulation of Research Problem	4	4
4. Hypothesis-Definitions, Types, Sources, Utility, and Characteristics of good hypothesis	2	2
5. Tools of Data Collection: Skills and techniques; Participant and Non-participant, Observation, Interview, Questionnaire Administration	4	4
6. Interview: Group interview, Panel interview, Focused interview, Repetitive interview, Focus Group Discussion, Questionnaire – Open ended and Close ended questions - Mailed Questionnaire	6	6
7. Participatory methods of data collection: RRA, PRA, PLA etc, Different tools of PRA	6	6
8. Measurements: Types and problems of measurement, Scaling techniques - Thurstone's Equal Appearing Interval Scale, Likert's Summated rating Scale	4	4
9. Analysis and interpretation of data: Data - Definition, types (Qualitative vs. Quantitative), Coding vs. Scoring	2	2
10. Literature Review: Purpose, Procedure, Citation, Method of Preparing Bibliography, Research Report Writing: Purpose, Formats, Techniques, Language	4	4
Total Classes/Hours	40	40

Group B: Field Exposure, Survey, Report Writing, Presentation and Viva-Voce – 6 Credits

1. Field Visit: Introduction, Rapport Building, Observation, Field Note
2. Participatory Research, Action Research, Sampling of a village population for a specific study
3. Collection of data through - Personal Interview, Group interview, Schedule, Attitude measurement and Scales, Practice of different tools of PRA- Resource Mapping, Transect Diagram, Seasonality Diagram, Time line, Livelihood Analysis, Matrix Ranking, Venn Diagram etc
4. Data entry; Data Presentation and Analysis using descriptive statistics, graphs & charts
5. Report Writing
6. Presentation

Class Allotment

Course Content	No. of Classes	Hours
1. Field Visit: Introduction, Rapport Building, Observation, Field Note	5	5
2. Participatory Research, Action Research, Sampling of a village population for a specific study	5	5
3. Collection of data through - Personal Interview, Group interview, Schedule, Attitude measurement and Scales, Practice of different tools of PRA- Resource Mapping, Transect Diagram, Seasonality Diagram, Time line, Livelihood Analysis, Matrix Ranking, Venn Diagram etc	20	20
4. Data entry; Data Presentation and Analysis using descriptive statistics, graphs & charts	10	10
5. Report Writing	10	10
6. Presentation	10	10
Total Classes/Hours	60	60

Third Semester

Paper I

Group A: Rural Public Health and Education Management – 6 Credits

Course Content

1. Public Health: Concept of Health and Disease, Health Situation in India, Health Care Delivery System, Challenges and Opportunities in Public Health
2. Determinants of Health: Factor associated with health and Diseases – Communicable and Non-communicable diseases, Social Determinants of Health
3. Reproduction and child health (RCH), Health Policy - Health Policy Process, National health Policy, Population Policy and other Policies
4. Management of National Public Health Programmes: National Health Programmes of India, National Health Mission (NHM), Health Care Service - Health services organizations at the central and state levels, delivery of Healthcare

- Services in the rural areas vis-à-vis urban areas, concept of Health Centre, PPP Models, Health Information System - Health Statistics and Health Indicators, Data Sources, Collection, Analysis
5. Health and Nutrition: Functions, Availability, Deficiency syndrome, recommended Daily Allowance, Food Security, Public Distribution System
 6. Safe Drinking Water: Concept, quality aspects, source, Drinking Water policy of Government, Concept of water - borne diseases and preventive measures
 7. Sanitation: concept, need, approach, Eco-sanitation – Concept, methods, drainage system, Sewerage system, Rural sanitation Programmes - Sanitary Mart Concept and Government Policy, Case Study – Sulabh International
 8. Concept, Objective and need of Education for rural community, Tagore’s Thought on education and Development, Forms of Education
 9. Concept, objectives and Needs of Non-formal and Continuing Education, Emerging trends of Continuing Education and Alternative Education, Open System of Learning, Adult Learning Theory and Approaches
 10. Educational Programmes in India: National Education Policy, Universal Elementary Education, Serva Siksha Abhiyan, NLM, Total Literacy Campaign, Right to Education Act

Class Allotment

Course Content	No. of Classes	Hours
1. Public Health: Concept of Health and Disease, Health Situation in India, Health Care Delivery System, Challenges and Opportunities in Public Health	4	4
2. Determinants of Health: Factor associated with health and Diseases – Communicable and Non-communicable diseases, Social Determinants of Health	4	4
3. Reproduction and child health (RCH), Health Policy - Health Policy Process, National health Policy, Population Policy and other Policies	5	5
4. Management of National Public Health Programmes: National Health Programmes of India, National Health Mission (NHM), Health Care Service - Health services organizations at the central and state levels, delivery of Healthcare Services in the rural areas vis-à-vis urban areas, concept of Health Centre, PPP Models, Health Information System - Health Statistics and Health Indicators, Data Sources, Collection, Analysis	8	8
5. Health and Nutrition: Functions, Availability, Deficiency syndrome, recommended Daily Allowance, Food Security, Public Distribution System	4	4
6. Safe Drinking Water: Concept, quality aspects, source, Drinking Water policy of Government, Concept of water - borne diseases and preventive measures	4	4
7. Sanitation: concept, need, approach, Eco-sanitation – Concept, methods, drainage system, Sewerage system,	6	6

Rural sanitation Programmes - Sanitary Mart Concept and Government Policy, Case Study – Sulabh International		
8. Concept, Objective and need of Education for rural community, Tagore’s Thought on education and Development, Forms of Education	4	4
9. Concept, objectives and Needs of Non-formal and Continuing Education, Emerging trends of Continuing Education and Alternative Education, Open System of Learning, Adult Learning Theory and Approaches	5	5
10. Educational Programmes in India: National Education Policy, Universal Elementary Education, Serva Siksha Abhiyan, NLM, Total Literacy Campaign, Right to Education Act	6	6
Total Classes/Hours	50	50

Group B: Rural Women Child Development and Management– 3 Credits

Course Content

1. Child Development: Concept and aspects especially Emotional and Social Development
2. Status of Children in India in term of Demography and Literacy
3. Social Issues like Child Labour, Child Abuse, Child Trafficking, Child Marriage, Gender Discrimination, Female Infanticide and other case
4. Child Protection and Child Rights: National Approaches (Acts, Policies, Programmes), Sarba Siksha Avijan, Right To Education (RTE) Act, Child Labour Act , Juvenile Justice Care & Protection Act etc
5. Juvenile Delinquency: Concept and Causes; Pre-delinquency stages - Truancy and Vagrancy, U.N. Standard Minimum Rules for Juvenile Justice (Beijing Rules), Main Features of Juvenile Justice Act, Institutional Services, Observation Homes, Juvenile Homes, Special Homes, and ‘fit’ Institutions, Juvenile Aftercare Services
6. Women and Women Development in India: A Historical Background
7. Status of Women with reference to Demography, Education, Health, Position in Society, Economic, Politics and Religion
8. Violence Against Women: Dowry, Honour Killing, Witchcraft, Prostitution, Acid Attack, Trafficking, Sexual Harassment, Harassment at Work Place and other Cases,
9. National Approaches for Protection of women (Acts, Policies and Programmes)
10. International and National Organizations working specifically for Women and Child

Class Allotment

Course Content	No. of Classes	Hours
1. Child Development: Concept and aspects especially Emotional and Social Development	2	2
2. Status of Children in India in term of Demography and	2	2

Literacy		
3. Social Issues like Child Labour, Child Abuse, Child Trafficking, Child Marriage, Gender Discrimination, Female Infanticide and other case	6	6
4. Child Protection and Child Rights: National Approaches (Acts, Policies, Programmes), Sarba Siksha Avijan, Right To Education (RTE) Act, Child Labour Act , Juvenile Justice Care & Protection Act etc	3	3
5. Juvenile Delinquency: Concept and Causes; Pre-delinquency stages - Truancy and Vagrancy, U.N. Standard Minimum Rules for Juvenile Justice (Beijing Rules), Main Features of Juvenile Justice Act, Institutional Services, Observation Homes, Juvenile Homes, Special Homes, and 'fit' Institutions, Juvenile Aftercare Services	4	4
6. Women and Women Development in India: A Historical Background	2	2
7. Status of Women with reference to Demography, Education, Health, Position in Society, Economic, Politics and Religion	4	4
8. Violence Against Women: Dowry, Honour Killing, Witchcraft, Prostitution, Acid Attack, Trafficking, Sexual Harassment, Harassment at Work Place and other Cases	3	3
9. National Approaches for Protection of Women (Acts, Policies and Programmes)	2	2
10. International and National Organizations working specifically for Women and Child	2	2
Total Classes/Hours	30	30

Paper II:

Group A: Production and Operation Management – 3 Credits

Course Content

1. Nature and Scope of Production and Operations management
2. Types of Manufacturing System,
3. Operation Decisions, Mass Production, Batch/ Job Order Manufacturing, Facility Location Problem, Layout Planning Analysis
4. Capacity Planning: Models, Process Planning, Aggregate Planning, Scheduling
5. Work Study, Method Study,
6. Work Management, Work Sampling, Work Environment
7. Material Management: An overview of Material Management, Material Planning and Inventory Control, JIT,
8. Materials Planning Budgeting, Material Requirement Planning
9. Quality Assurance: Acceptance Sampling, Statistical Process Control, Total Quality Management,

10. Maintenance Management

Class Allotment

Course Content	No. of Classes	Hours
1. Nature and Scope of Production and Operations management	3	3
2. Types of Manufacturing System	2	2
3. Operation Decisions, Mass Production, Batch/ Job Order Manufacturing, Facility Location Problem, Layout Planning Analysis	3	3
4. Capacity Planning: Models, Process Planning, Aggregate Planning, Scheduling	3	3
5. Work Study, Method Study,	2	2
6. Work Management, Work Sampling, Work Environment	3	3
7. Material Management: An overview of Material Management, Material Planning and Inventory Control, JIT,	4	4
8. Materials Planning Budgeting, Material Requirement Planning	3	3
9. Quality Assurance: Acceptance Sampling, Statistical Process Control, Total Quality Management,	5	5
10. Maintenance Management	2	2
Total Classes/Hours	30	30

Group B: Natural Resource and Watershed Management – 5 Credits

Course Content

1. Resource: Definition, Meaning, Nature and Scope of Resource Study, Man, Nature and Cultural Interaction in Resource Development
2. Land Resource: Type of Land and Use, Land Use Dynamics and Decision, Land Degradation Problem and Strategies of Development
3. Soil Resource: Soil Forming Process and Characteristics, Soil Erosion and Impoverishment, Soil Conservation, Sound Method of Farming and Management
4. Water Resource: Water Use – Surface, Ground and Sharing, Water Resources in India, Water Pollution, Conservation and Management
5. Forest Resource: Factors of Forest Growth, Indian Forest Type, Social Forestry, Forest Conservation, Management and Practices, Wildlife Resource - Conservation and Use of Wildlife Resources with special reference to India
6. Energy Resource: Conventional and Non-conventional Sources Energy, Energy and Environment
7. Philosophy and concept of watershed, Land capability, classification and topography survey, PRA in watershed programme and community mobilization and participatory institution building, Erosion control measures on Agricultural

- land and mechanical erosion control measures for non agricultural land, Greenland (Grassland) Management, Horticulture and Agro-forestry system
8. Ground water Management in Watershed-4, Common property Resource Management in Watershed areas, Social aspects, Community organization, SHGs, Equity issues, empowerment of women in watershed
 9. Financial Management and Accounting Procedures, Monitoring and evaluation in watershed Development
 10. Environmental Management and Environmental Management System: Environmental Management - Definition, scope, characteristics and goals, Environmental Management System (EMS) - Definition, need, core elements and benefits, different environmental management systems, concepts of adaptive management and participatory environmental management

Class Allotment

Course Content	No. of Classes	Hours
1. Resource: Definition, Meaning, Nature and Scope of Resource Study, Man, Nature and Cultural Interaction in Resource Development	4	4
2. Land Resource: Type of Land and Use, Land Use Dynamics and Decision, Land Degradation Problem and Strategies of Development	3	3
3. Soil Resource: Soil Forming Process and Characteristics, Soil Erosion and Impoverishment, Soil Conservation, Sound Method of Farming and Management	4	4
4. Water Resource: Water Use – Surface, Ground and Sharing, Water Resources in India, Water Pollution, Conservation and Management	4	4
5. Forest Resource: Factors of Forest Growth, Indian Forest Type, Social Forestry, Forest Conservation, Management and Practices, Wildlife Resource - Conservation and Use of Wildlife Resources with special reference to India	6	6
6. Energy Resource: Conventional and Non-conventional Sources Energy, Energy and Environment	3	3
7. Philosophy and concept of watershed, Land capability, classification and topography survey, PRA in watershed programme and community mobilization and participatory institution building, Erosion control measures on Agricultural land and mechanical erosion control measures for non agricultural land, Greenland (Grassland) Management, Horticulture and Agro-forestry system	6	6
8. Ground water Management in Watershed-4, Common property Resource Management in Watershed areas, Social aspects, Community organization, SHGs,	8	8

Equity issues, empowerment of women in watershed		
9. Financial Management and Accounting Procedures, Monitoring and evaluation in watershed Development	4	4
10. Environmental Management and Environmental Management System: Environmental Management - Definition, scope, characteristics and goals, Environmental Management System (EMS) - Definition, need, core elements and benefits, different environmental management systems, concepts of adaptive management and participatory environmental management	8	8
Total Classes/Hours	50	50

Paper III:

Group A: Computer Application, Management Information System (MIS) and Knowledge management – 4 Credits

Course Content

1. Word Processing Using MS-WORD, Spreadsheet using MS-EXCEL, Presentation Using MS-POWERPOINT, Data Base Management System (ACCESS) – Practical
2. Internet Fundamentals – Practical
3. Management Information System: Concept of Data, Information, System, Information System, MIS, RDIS, System Analysis and Design
4. Information and Information System: Characteristics, Components – Functional components, Hardware, Software, Netware
5. Organizational Information System: TPS, MIS, DSS, GDSS
6. Decision Making: Process, Simon’s Model, Decision Making Method – PERT-CPM, Decision Theory
7. IS Planning: Planning Process, Factors influencing
8. Monitoring, Evaluation and Learning System: Concept of Impact, Outcome, Output, Activity, Target, Achievement,
9. Result Chain, Indicators and Logical Framework Analysis (LFA)
10. Major RDIS initiatives in India

Class Allotment

Course Content	No. of Classes	Hours
1. Word Processing Using MS-WORD, Spreadsheet using MS-EXCEL, Presentation Using MS-POWERPOINT, Data Base Management System (ACCESS) – Practical	6	6
2. Internet Fundamentals – Practical	2	2
3. Management Information System: Concept of Data, Information, System, Information System, MIS, RDIS, System Analysis and Design	5	5
4. Information and Information System: Characteristics, Components – Functional components, Hardware,	4	4

Software, Netware		
5. Organizational Information System: TPS, MIS, DSS, GDSS	5	5
6. Decision Making: Process, Simon's Model, Decision Making Method – PERT- CPM, Decision Theory	6	6
7. IS Planning: Planning Process, Factors influencing	4	4
8. Monitoring, Evaluation and Learning System: Concept of Impact, Outcome, Output, Activity, Target, Achievement,	3	3
9. Result Chain, Indicators and Logical Framework Analysis (LFA)	3	3
10. Major RDIS initiatives in India	2	2
Total Classes/Hours	40	40

Group B: Human Resource Management – 4 Credits

Course Content

1. Human Resource management: Scope and Coverage, Principles of Human Resource Management and its Importance, Structure and Functions of HR Department, Role of HR Manager
2. Human Resource Planning: Supply and Demand forecasting methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy
3. Recruitment and Selection: Process, Sources, Method of Selection, Interviewing Method, Skills and Errors
4. Human Resource Development: Policy and Programme, Assessment of HRD needs, HRD methods – Training and Non-Training
5. Performance Appraisal System: Purpose, Method, Appraisal Instruments, Appraisal Interview
6. Compensation Management: Concept of Wages, Component of Wage, System of Wage Payment, Fixation of Wage, Regulation of Wage, Fringe benefits, Retirement Benefits
7. Worker's Participation in Management: Concept, Practices and Prospects in India
8. Discipline Management: Misconduct, Disciplinary Action, Domestic Equity, Grievance Handling
9. Organizational development: Meaning and assumption of organizational development, Value system concept, structure and design, value-based organizational development, Management of extension Organizations – concept, Decision-making in organization, Organizational effectiveness, organizational climate, organizational behaviour, organizational development, Management by Objective (MBO)
10. Human Resource Management and Corporate Social Responsibility: Role of Human Resource in CSR, Integrating HR in CSR

Class Allotment

Course Content	No. of Classes	Hours
1. Human Resource management: Scope and Coverage, Principles of Human Resource Management and its Importance, Structure and Functions of HR	4	4

Department, Role of HR Manager		
2. Human Resource Planning: Supply and Demand forecasting methods, Manpower Inventory, Career Planning, Succession Planning, Personnel Policy	4	4
3. Recruitment and Selection: Process, Sources, Method of Selection, Interviewing Method, Skills and Errors	4	4
4. Human Resource Development: Policy and Programme, Assessment of HRD needs, HRD methods – Training and Non-Training	5	5
5. Performance Appraisal System: Purpose, Method, Appraisal Instruments, Appraisal Interview	4	4
6. Compensation Management: Concept of Wages, Component of Wage, System of Wage Payment, Fixation of Wage, Regulation of Wage, Fringe benefits, Retirement Benefits	4	4
7. Worker's Participation in Management: Concept, Practices and Prospects in India	3	3
8. Discipline Management: Misconduct, Disciplinary Action, Domestic Equity, Grievance Handling	3	3
9. Organizational development: Meaning and assumption of organizational development, Value system concept, structure and design, value-based organizational development, Management of extension Organizations – concept, Decision-making in organization, Organizational effectiveness, organizational climate, organizational behaviour, organizational development, Management by Objective (MBO)	5	5
10. Human Resource Management and Corporate Social Responsibility: Role of Human Resource in CSR, Integrating HR in CSR	3	3
Total Classes/Hours	40	40

Paper IV:

Group A: Project Management (Planning and Operation) – 5 Credits

1. Project Management: Concept, History of Project Management, Project Environment, Project Management in Development Sector
2. System Model of Project Management and Project Management Cycle, Project Life Cycle, Concept of Present Value and Future Value, Sustainable Livelihood Framework and Sectoral Project
3. Project Formulation and Design, Project/Need Identification, Problem Analysis, Objective and Goal Setting, Implementation Plan, Budget Estimation
4. Decision Criteria: Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), Cost Benefit Ratio, Return on Investment, Annual Cost Method
5. Feasibility and Pre-feasibility Study, Sensitivity Analysis - Private and Social Costs and Benefits of A Project, Externalities of Project, Social Discount Rate
6. Project Planning: Concept, Micro Planning, Participatory Planning

7. Management Tools: Network Analysis, Scheduling, Controlling, PERT and CPM Methods, SWOT Analysis
8. Project Contract Management: Development of Contract Document, Procurement Management (goods and Services), Conflicts and Negotiations
9. Project Risk Management: Methods, Principles, Process, Risk Analysis, Risk Options, Mitigation Plan
10. Monitoring and Evaluation: Concept, Design and Practice Models, Difference Between Monitoring and Evaluation, Project Evaluation considering before and after situations, Participatory Evaluation, Performance Indicators, Operational Efficiency Measures, Evaluation for Project Replication

Class Allotment

Course Content	No. of Classes	Hours
1. Project Management: Concept, History of Project Management, Project Environment, Project Management in Development Sector	4	4
2. System Model of Project Management and Project Management Cycle, Project Life Cycle, Concept of Present Value and Future Value, Sustainable Livelihood Framework and Sectorial Project	7	7
3. Project Formulation and Design, Project/Need Identification, Problem Analysis, Objective and Goal Setting, Implementation Plan, Budget Estimation	5	5
4. Decision Criteria: Pay Back Period, Net Present Value (NPV), Internal Rate of Return (IRR), Cost Benefit Ratio, Return on Investment, Annual Cost Method	6	6
5. Feasibility and Pre-feasibility Study, Sensitivity Analysis - Private and Social Costs and Benefits of A Project, Externalities of Project, Social Discount Rate	7	7
6. Project Planning: Concept, Micro Planning, Participatory Planning	4	4
7. Management Tools: Network Analysis, Scheduling, Controlling, PERT and CPM Methods, SWOT Analysis	5	5
8. Project Contract Management: Development of Contract Document, Procurement Management (goods and Services), Conflicts and Negotiations	3	3
9. Project Risk Management: Methods, Principles, Process, Risk Analysis, Risk Options, Mitigation Plan	3	3
10. Monitoring and Evaluation: Concept, Design and Practice Models, Difference Between Monitoring and Evaluation, Project Evaluation considering before and after situations, Participatory Evaluation, Performance Indicators, Operational Efficiency Measures,	6	6

Evaluation for Project Replication		
Total Classes/Hours	50	50

Group B: Dissertation Work and Project Proposal Submission, Presentation and Viva-Voce – 10 Credits

Course Content

Forth Semester

Paper I

Group A: Rural Financial Service – 3 Credits

Course Content

1. Rural Credit System, Role of Rural Credit in Rural Development
2. Evolution and Growth of Rural Credit System in India
3. Credit, Agricultural Credit Review Committee, Report of different Committees and Commissions, Problems and Prospects
4. Rural Credit to Non-farm Sector, Credit for small and marginal entrepreneurs
5. Present trend of Rural Financing towards Small scale and Cottage Industries
6. Concept of Micro Finance/ Micro-Credit, Evolution and Growth
7. Micro- Finance and Social Security, Micro-Finance and Livelihood approach
8. Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.),
9. Success Stories, Problems and Prospects of Micro- Financing in Rural India
10. Risk Diffusion in Micro Finance

Class Allotment

Course Content	No. of Classes	Hours
1. Rural Credit System, Role of Rural Credit in Rural Development	2	2
2. Evolution and Growth of Rural Credit System in India	2	2
3. Credit, Agricultural Credit Review Committee, Report of different Committees and Commissions, Problems and Prospects	4	4
4. Rural Credit to Non-farm Sector, Credit for small and marginal entrepreneurs	3	3
5. Present trend of Rural Financing towards Small scale and Cottage Industries	3	3
6. Concept of Micro Finance/ Micro-Credit, Evolution and Growth	4	4
7. Micro- Finance and Social Security, Micro-Finance and Livelihood approach	4	4
8. Different models of Micro-Finance (NABARD, Grameen Bank, BRAC, BASIX, and BANDHAN etc.),	4	4
9. Success Stories, Problems and Prospects of Micro-Financing in Rural India	2	2
10. Risk Diffusion in Micro Finance	2	2

Total Classes/Hours	30	30
----------------------------	-----------	-----------

Group B: Rural Marketing Management – 4 Credits

Course Content

1. Market: Definition and Scope, Market Concept, Types of Market, Kinds of Goods, Services and ideas
2. Conceptual framework of Rural Marketing – development and diversifications
3. Rural consumers: Pattern, behavior, decision making and entrepreneurial abilities
4. Marketing Management: Concept, Evolution of Marketing, Modern Definition, The System Approach, Marketing Management Process, Marketing Organizations
5. Marketing Strategy and Planning,
6. Market Mix, Marketing Environment, Steps in Marketing Planning,
7. Segmentation Process, Product Planning, Product Life Cycle, Product Related Strategies – Budget, Quality, Performance, Credit, Brand Building, Packaging, Labeling, Service Facility
8. Price Variable: Concept and Importance of Pricing, Price Determination Process and Policies
9. Advertisement: Concept and Importance, Features, Goal, Media Types and features, Advertisement Management
10. Physical Distribution: Distribution Function, Activity Components, Cost of Distribution, Elements of Physical Distribution, Transportation, Warehouse System

Class Allotment

Course Content	No. of Classes	Hours
1. Market: Definition and Scope, Market Concept, Types of Market, Kinds of Goods, Services and ideas	6	6
2. Conceptual framework of Rural Marketing – development and diversifications	4	4
3. Rural consumers: Pattern, behaviour, decision making and entrepreneurial abilities	4	4
4. Marketing Management: Concept, Evolution of Marketing, Modern Definition, The System Approach, Marketing Management Process, Marketing Organizations	4	4
5. Marketing Strategy and Planning	2	2
6. Market Mix, Marketing Environment, Steps in Marketing Planning,	4	4
7. Segmentation Process, Product Planning, Product Life Cycle, Product Related Strategies – Budget, Quality, Performance, Credit, Brand Building, Packaging, Labeling, Service Facility	4	4
8. Price Variable: Concept and Importance of Pricing, Price Determination Process and Policies	4	4
9. Advertisement: Concept and Importance, Features, Goal, Media Types and features, Advertisement	4	4

Management		
10. Physical Distribution: Distribution Function, Activity Components, Cost of Distribution, Elements of Physical Distribution, Transportation, Warehouse System	4	4
Total Classes/Hours	40	40

Paper II:

Course Content

Group A: NGO Management and Corporate Social Responsibility – 4 Credits

1. Understanding Civil Societies, Role of Civil Societies, classification of Civil Societies
2. NGOs: Concept, Features, Classification, Strength and Weakness, Role of NGO in Rural Development
3. Legal Framework: Societies Registration Act 1860 (XXIV), Cooperative Societies Act 1904 (CCS Act), Indian Trust Act 1882, Indian Company Act U/S 25, 1956, Foreign Contribution Regulation Act 1992 (FCRA), Income Tax Act 1976
4. Human Resource Planning for Development Organization, HR Management and HR Development
5. Recruitment: Job Position description, Source for recruitment, Selection Process, Assessment, Performance Appraisal, Informal and Formal Promotion and Demotion
6. Fund Mobilization and Management: Resource Pooling Technique, Funding Agencies, Financial Management, Auditing
7. CSR: Concept, Definition and Genesis, Relevance in the Global and Indian Context, Corporate Investment Fund (CIF)
8. CSR: Models – Davis Model, Pyramid Model, Committee for Economic Development Model, CSR Guidelines, CSR and MDG and SDG
9. Business Ethics and CSR, Environmental Accounting in CSR, Corporate Obligations to Civil Societies
10. Policy and CSR Governance: The National Policy on CSR, New Dimensions in Business Ethics, Social Audit of CSR, ILO Tripartite Declarations, OECD Guideline for Multinational Enterprises, UN Global Compact etc., Practicing CSR in India: Case Studies

Class Allotment

Course Content	No. of Classes	Hours
1. Understanding Civil Societies, Role of Civil Societies, classification of Civil Societies	2	2
2. NGOs: Concept, Features, Classification, Strength and Weakness, Role of NGO in Rural Development	4	4
3. Legal Framework: Societies Registration Act 1860 (XXIV), Cooperative Societies Act 1904 (CCS Act), Indian Trust Act 1882, Indian Company Act U/S 25, 1956, Foreign Contribution Regulation Act 1992	4	4

(FCRA), Income Tax Act 1976		
4. Human Resource Planning for Development Organization, HR Management and HR Development	3	3
5. Recruitment: Job Position description, Source for recruitment, Selection Process, Assessment, Performance Appraisal, Informal and Formal Promotion and Demotion	3	3
6. Fund Mobilization and Management: Resource Pooling Technique, Funding Agencies, Financial Management, Auditing	4	4
7. CSR: Concept, Definition and Genesis, Relevance in the Global and Indian Context, Corporate Investment Fund (CIF)	4	4
8. CSR: Models – Davis Model, Pyramid Model, Committee for Economic Development Model, CSR Guidelines, CSR and MDG and SDG	4	4
9. Business Ethics and CSR, Environmental Accounting in CSR, Corporate Obligations to Civil Societies	4	4
10. Policy and CSR Governance: The National Policy on CSR, New Dimensions in Business Ethics, Social Audit of CSR, ILO Tripartite Declarations, OECD Guideline for Multinational Enterprises, UN Global Compact etc., Practicing CSR in India: Case Studies	8	8
Total Classes/Hours	40	40

Group B: Social Justice, Human Rights and Marginalized Community – 3 Credits
Course Content

1. Concept of Justice
2. Social Justice: Liberal and Radical Views
3. Rights: Meaning, Components of Rights, Types of Rights, Evolution of Present System of Rights
4. Universal Declaration of Human Rights (UDHR): Article in Brief, Nature of UDHR and Its Effectiveness
5. Human Rights in India
6. National Human Rights Commission
7. UN Global Compact: Principles, Objectives, Mechanism, UNGC Governance Structure
8. Labour Laws in India
9. Consumer Protection Act in India
10. Some organization working for Social Justice and Human Rights in India

Class Allotment

Course Content	No. of Classes	Hours
1. Concept of Justice	2	2
2. Social Justice: Liberal and Radical Views	2	2
3. Rights: Meaning, Components of Rights, Types of	6	6

Rights, Evolution of Present System of Rights, Constitutions of India		
4. Universal Declaration of Human Rights (UDHR): Article in Brief, Nature of UDHR and Its Effectiveness	4	4
5. Human Rights in India	2	2
6. National Human Rights Commission	2	2
7. UN Global Compact: Principles, Objectives, Mechanism, UNGC Governance Structure	4	4
8. Labour Laws in India	2	2
9. Consumer Protection Act in India	2	2
10. Some organization working for Social Justice and Human Rights in India	4	4
Total Classes/Hours	30	30

Paper III:

Group A: Forest and Tribal Livelihood Management – 4 Credits

Course Content

1. Forestry: Definition and Classification, Definition of Forest – General, Ecological and Legal Classification, Indian Forest Types, Importance of Forest in Ecology and Rural Livelihood Development
2. Forest Nursery: Important, Type, Selection of Site, Layout, Seed beds, Soil Preparation, Sowing Seeds in Beds, weeding, planting, transplantation, Maintenance
3. Tribe: Constitutional definition, Concept, Characteristic features of tribe and tribal society, Tribal distribution in India with special reference to West Bengal,
4. Comparison of tribal society with Contemporary society, Social organization and material culture of Toda, Khasi, Santal, Andamanese, etc
5. Forest and Tribes: Interrelations between Forests and Forest fringe dwellers, Forest resources and Forest based Tribal Livelihood Opportunities, Lac Cultivation, Tasar Cultivation, NTFP Collection etc., Jhum Cultivation, Slash and Burn Cultivation, Animal Husbandry, Forest based cottage industries –Sal Leaf Plate making, bamboo works, cane works, Rope making, Bidi making, Oil making etc
6. Problems of tribal society: social, cultural, economical etc., Impact of Industrialization and Modernization on Tribal Society, problems of tribal women, Ethnicity and Tribalism: Tribal Elites
7. Tribal Movements
8. Deforestation: Its extent, causes, Impact on livelihood and Environment, Necessity and procedure of Forest Protection and Afforestation
9. Forest Policy, Forest and Tribal Policy, Forestry and Biodiversity, Constitutional safe guards for the forests and tribal livelihood
10. Joint Forest Management (JFM): Concept, History, Forest Protection Committee, Methodology of JFM, Impact of JFM on livelihood and ecology, Present status and trend of JFM, Factors in relation to JFM affecting the Livelihood systems of the Forest Fringe Dwellers –Social, Cultural, Political and other Changes

Class Allotment

Course Content	No. of Classes	Hours
1. Forestry: Definition and Classification, Definition of Forest – General, Ecological and Legal Classification, Indian Forest Types, Importance of Forest in Ecology and Rural Livelihood Development	5	5
2. Forest Nursery: Important, Type, Selection of Site, Layout, Seed beds, Soil Preparation, Sowing Seeds in Beds, weeding, planting, transplantation, Maintenance	4	4
3. Tribe: Constitutional definition, Concept, Characteristic features of tribe and tribal society, Tribal distribution in India with special reference to West Bengal	3	3
4. Comparison of tribal society with Contemporary society, Social organization and material culture of Toda, Khasi, Santal, Andamanese, etc	2	2
5. Forest and Tribes: Interrelations between Forests and Forest fringe dwellers, Forest resources and Forest based Tribal Livelihood Opportunities, Lac Cultivation, Tasar Cultivation, NTFP Collection etc., Jhum Cultivation, Slash and Burn Cultivation, Animal Husbandry, Forest based cottage industries –Sal Leaf Plate making, bamboo works, cane works, Rope making, Bidi making, Oil making etc	6	6
6. Problems of tribal society: social, cultural, economical etc., Impact of Industrialization and Modernization on Tribal Society, problems of tribal women, Ethnicity and Tribalism: Tribal Elites	4	4
7. Tribal Movements	2	2
8. Deforestation: Its extent, causes, Impact on livelihood and Environment, Necessity and procedure of Forest Protection and Afforestation	4	4
9. Forest Policy, Forest and Tribal Policy, Forestry and Biodiversity, Constitutional safeguards for the forests and tribal livelihood	4	4
10. Joint Forest Management (JFM): Concept, History, Forest Protection Committee, Methodology of JFM, Impact of JFM on livelihood and ecology, Present status and trend of JFM, Factors in relation to JFM affecting the Livelihood systems of the Forest Fringe Dwellers –Social, Cultural, Political and other Changes	6	6
Total Classes/Hours	40	40

Group B: Micro Insurance and Risk Management – 3 Credits

Course Content

1. Risk: Definition, Types of Risk associated with Rural poor
2. Risk Management Process and Strategy
3. Micro-Insurance: Concept, Principles and Practices,
4. Demands and prospects for Micro-insurance, Micro insurance as social and economic protection
5. Micro-insurance Products and Services: Agricultural, Health, Life Insurance, Livestock, Assets
6. Micro-insurance Operations: Terms and Payment, Premium collection, Claim processing and Settlements
7. Micro-insurance product delivery models
8. Micro-insurance Institutes in India
9. Micro-insurance Marketing
10. Risk in Micro-insurance operation

Class Allotment

Course Content	No. of Classes	Hours
1. Risk: Definition, Types of Risk associated with Rural poor	4	4
2. Risk Management Process and Strategy	4	4
3. Micro-Insurance: Concept, Principles and Practices	2	2
4. Demands and prospects for Micro-insurance, Micro insurance as social and economic protection	2	2
5. Micro-insurance Products and Services: Agricultural, Health, Life Insurance, Livestock, Assets	5	5
6. Micro-insurance Operations: Terms and Payment, Premium collection, Claim processing and Settlements	5	5
7. Micro-insurance product delivery models	2	2
8. Micro-insurance Institutes in India	2	2
9. Micro-insurance Marketing	2	2
10. Risk in Micro-insurance operation	2	2
Total Classes/Hours	30	30

Paper IV:

Group A: Business Ethics, Organizational Development and Management – 4 Credits

Course Content

1. Business/Corporate Ethics: Meaning, Nature, Features and Need, Ethical Practice in Management, Approaches to Ethical Decision Making: Teleology, Deontology, Justice, Relativism, Individual Ethical Decision Making
2. Social Responsibilities of Ethics: Environmental Protection, Fair Trade Practice, Fulfilling all National Obligation under various Law, Safeguarding Health and Well Beings of the Customer
3. Ethics and Corporate Excellence: Why Corporate Ethics Matter, Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality,

- Customer Care, Care of Employee as per statutes, Objective and Optimistic Approaches
4. Organization: Mission, Vision, Goal, Types and Characteristics
 5. Organization Theory: Classical Theory,(Scientific Management, Administrative Principles, Theory of Bureaucracy), Human Relation Approach, Modern Theories (System Approach, Behavioural approach, Contingency Approach)
 6. Organization Structure: Concept, Functional Design, Place Design, Product Design, Matrix Design
 7. Organizational Culture: Culture and its Characteristics, Types of Corporate Culture, Indian Organizational Culture, Cultural Change
 8. Organizational Behaviour: Theory of Motivation, Need Hierarchy theory, Two Factor Theory, Group Dynamic, Theory of Group Formation, Group Decision Making, Transactional Analysis, Emotional Intelligence
 9. Leadership: Concept of Leadership Style, Leadership Theory, Skills and Influence, Leadership and Power
 10. Conflict: Sources of Conflict, Types of Conflict, Conflict Process, Conflict Resolution

Class Allotment

Course Content	No. of Classes	Hours
1. Business/Corporate Ethics: Meaning, Nature, Features and Need, Ethical Practice in Management, Approaches to Ethical Decision Making: Teleology, Deontology, Justice, Relativism, Individual Ethical Decision Making	4	4
2. Social Responsibilities of Ethics: Environmental Protection, Fair Trade Practice, Fulfilling all National Obligation under various Law, Safeguarding Health and Well Beings of the Customer	4	4
3. Ethics and Corporate Excellence: Why Corporate Ethics Matter, Code of Ethics in Business Houses, Strategies of Organizational Culture Building, Total Quality, Customer Care, Care of Employee as per statutes, Objective and Optimistic Approaches	4	4
4. Organization: Mission, Vision, Goal, Types and Characteristics	4	4
5. Organization Theory: Classical Theory,(Scientific Management, Administrative Principles, Theory of Bureaucracy), Human Relation Approach, Modern Theories (System Approach, Behavioural approach, Contingency Approach)	5	5
6. Organization Structure: Concept, Functional Design, Place Design, Product Design, Matrix Design	4	4
7. Organizational Culture: Culture and its Characteristics, Types of Corporate Culture, Indian Organizational Culture, Cultural Change	4	4

8. Organizational Behaviour: Theory of Motivation, Need Hierarchy theory, Two Factor Theory, Group Dynamic, Theory of Group Formation, Group Decision Making, Transactional Analysis, Emotional Intelligence	4	4
9. Leadership: Concept of Leadership Style, Leadership Theory, Skills and Influence, Leadership and Power	4	4
10. Conflict: Sources of Conflict, Types of Conflict, Conflict Process, Conflict Resolution	3	3
Total Classes/Hours	40	40

Group B: Placement/Internship, Institutional Visit (Practical and Presentation) and Viva-Voce – 10 Credits

One month Institutional Placement: Total 8 Credits