

2022



Centurion
UNIVERSITY
Shaping Lives...
Empowering Communities...

COURSE BOOK

Master of Business Administration
(MBA)

Rural and Urban Development Management
&
Agri-Business Management

School of Management

Centurion University of Technology & Management

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About the Programs-

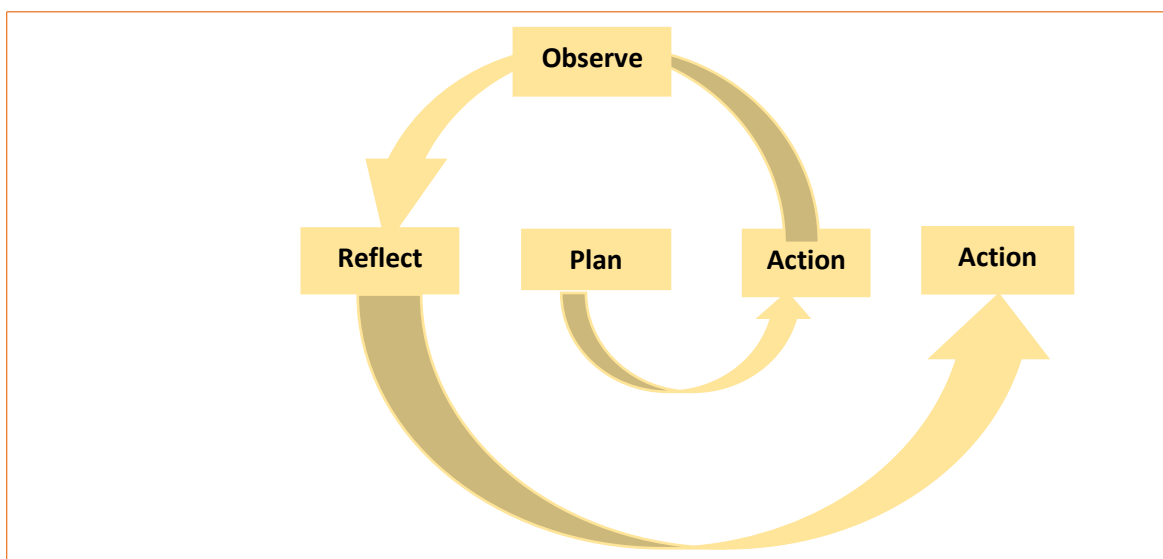
Being the fifth largest economy and the second highest populated country, the development story of India has been through many peaks and valleys. According to Forbes magazine the 15 richest Indians has a cumulative worth of USD 215 billion and at the same time 363 million remain Below Poverty Line (BPL). Quoting Mahatma Gandhi's golden words "India lives in its villages", 65 percent population live in rural villages, and 85 percent of them primarily depend on agriculture for their livelihood. Data from National Sample Survey Office (NSSO) data shows that more than one-fifth of rural households with self-employment in agriculture have income less than the poverty line, agriculture labour productivity in terms of gross value added (GVA) in India is less than a third of that in China and 1% of that in the US. Further, taking into account other socio economic indicators such as; education, health, housing, amenities and employment, the performance of rural India is abysmal. To address it, there have been several reforms being undertaken since independence by the respective elected governments in terms of policies, public institutions and investment in public infrastructure. In addition to it, several initiatives have been taken at the grass root level by many not for profit agencies as well as the corporates through their social responsibility activities. However a major obstacle lies in manging these organizations by professionals who are competent and also willing to make a career in these sectors. Keeping these challenges in mind the Master program in Rural and Urban Development Management (RUDM) was conceived.

Program Structure

The MBA in RUDM is a two year full time residential program. The objective of the programs is to create a cadre of professionals to promote sustainable and equitable socio-economic development of the people in general and that of underprivileged sections of the society in particular and empower the communities through professionally managed institutions. The focus of the program is management of development and agribusiness sectors within the spirit of justice, liberty, equality, equity, fraternity and environmental sustainability. Most of the organisations of, by and for poor are often undermanaged, mis-managed and working in cross-purpose. The professionals graduating from this program will perform a role of field action managers and through their expertise will strengthen those institutions as well as create new institutions for realising the above objective.

The Learning Approach:

The Programmes will be facilitated through a Participatory Learning & Action Approach (PLA). It is a way of learning where the participants learn through a taking a series of predefined actions followed with structured reflection on the tasks and activities thus leading to design a suitable course of action. An Illustration of the PLA is given below.



The Methods:

All the learning methods mentioned below are influenced with the principles of participatory/Experiential action learning

1. **Rural immersion** for students during this field work will be actual working with SHG's has to stay with villager's home for understand the realities of the rural areas and developing good relationship with the villagers for implementing social development projects.
2. **Field Learning** is an integral part of the programmes which will enable the participants with action-reflection-action learning and prepare them with their ability to solving problems in real life situations in the rural and urban development context. Each course will be mapped by keeping in mind the design principle of Participatory and experiential Learning where students learn by working in field.
3. **Method of teaching** will be highly creative innovative in nature. The teaching will follow an intuitive method of learning the basic paradigms. Concepts, theories, practices and facts. Besides, the classroom teaching sessions will follow a path of

logical sequence of practical knowledge seeking mode. The students will engage in a variety of modes and means of seeking information and transforming them into knowledge sets. Lectures both online and classroom are typically to stimulate discussions based on the inputs from the field or analysing a case and reflect it to the development/management concepts. Besides classroom teaching, there will be workshop, conferences, and online class on various dimensional on rural management and rural development.

4. **Development internships** with partner institutions /organizations to appreciate the real-life situation with an experienced supervisor/ mentor from the organization. The students will be engaging with the five to six SHG's to understand their needs and issues, during his filed work students will be receiving stipend for work with SHG's during field work. After completion of course students can be work with the SHG's as intern for one year to learn more about the rural realities with option to avail the jobs during the placement season.
5. **Workshops** are designed & facilitated by expert practitioners from development and rural sector to provide not only the state of art practices followed by organizations but also appraise the students with the challenges and finding ways to generate a solution.

First Year (Common for RUDM/ABM)

Semester-1

Sl No	Subject Code	Name of the Subject	Credit	T-P-P
01	CUTM1175	Micro Economics	4	3-0-1
02	CUTM1218	Contemporary Development Communication	4	1-1-2
03	CUTM1199	Accounting for Managers	4	3-0-1
04	CUTM1219	Data Analysis using Excel and Python	4	0-2-2
05	CUTM1178	Indian Society and Culture	2	1-0-1
06	CUTM1220	Development Project Management Planning Tools and Techniques-I	4	1-1-2
08	CUTM1014	Gender, Human Rights and Ethics	3	1.5-0-1.5
09	CUTM1926	Field Action Component I	4	0-0-4
		Total Credits	29	

Semester-2

Sl No	Subject Code	Name of the Subject	Credit	T-P-P
01	CUTM1222	Development Theory and Practice	4	2-0-2
02	CUTM1223	Development Project Management Planning Tools and Techniques-II	4	0-2-2
03	CUTM1177	Economic Environment for Business	4	3-0-1

04	CUTM1224	Social Research Methods	4	2-1-1
05	CUTM2360	Rural Marketing	4	2-1-1
06	CUTM1225	Agricultural Marketing	4	2-0-2
07	CUTM1204	Corporate Finance	4	3-0-1
08	CUTM1015	Climate Change, Sustainability and Organisation	3	1.5-0-.5
10	CUTM1927	Field Action Component II	4	0-0-4
		Total Credits	35	

Semester-3

SI No	Subject Code	Name of the Subject	Credit	T-P-P
1	CUTM1929	Strategic Management	4	2-0-2
2	CUTM1208	Supply chain Management	2	0-0-2
3	CUTM1930	Community Organization and Development	2	0-0-2
4	CUTM1931	Food Security and Right to Food	2	0-0-2
5	CUTM1932	Financial Inclusion and Micro Finance	2	0-0-2
6	CUTM1933	Organization Behaviour	4	2-0-2
	CUTM1928	Field Action Component III	4	0-0-4
8		Total Credits	20	

Semester-4

SI No	Subject Code	Name of the Subject	Credit	T-P-P
1	CUTM1934	Human Resource Management and Organisation Development	4	2-1-1
2	CUTM1935	Public Policy: Design, Analysis and Implementation	4	2-0-2
3	CUTM1936	Social Entrepreneurship and CSR	2	1-0-1
5	CUTM1937	Digital and Social Media Marketing	2	0-0-2
6		Elective-1	2	0-0-2
7		Elective-2	2	0-0-2
	CUTM1938	Dissertation and Viva Voce*	8	0-0-8
		Total Credits	24	

*Applicable to The Agri Business students

List of Electives/ Workshops -

SI No	Code	Thematic areas of the workshop	Credit	T-P-P
1		Skill Ecosystem development	2	0-0-2
2		Local Governance systems	2	0-0-2
3		Rural Haat& Market Analysis	2	0-0-2
4		Community Owned and Managed Businesses	2	0-0-2
5		Corporate Social Responsibility	2	0-0-2
6		Disaster Management	2	0-0-2
7		Management of Rural Health	2	0-0-2
8		Management of Rural Education	2	0-0-2
9		Natural Resource Management	2	1-0-1
10		Sustainable Rural Livelihoods	2	0-0-2
11		Organizing Conference	2	0-0-2
12		Managing Watersheds	2	0-0-2
13		M&E of Development Projects	2	0-0-2
14		Poverty reduction strategies	2	0-0-2
15		Issues in Tribal Development	2	0-0-2
16		Extension strategies for development	2	0-0-2
17		Fund Raising for Social Cause	2	0-0-2
18		Design Thinking	2	0-0-2

Proposed Course Structure (ABM)**First year (Common for RUDM/ABM)****Second Year (ABM)**

The second year will comprise of the internship and action oriented thematic workshops spread over 3rd and 4th Semester.

Agri-Business Internship (8 Credits)

This Development Internship will be of 30 weeks and will begin from August. The internship will provide an opportunity for students to work in any development organisations, either

government, private or civil society. The students are expected to fine tune their concepts learnt in the class room and apply them in an organisational setting under the supervision of experienced manager and an internal faculty from the school. At the end of the development internship, students will present and discuss their reports, first in the host organisations and later in the viva-voce at SoM. Both the Internship reports and the presentations will be evaluated. Weightage of evaluation done by the reporting officer, faculty guide and examiner of presentation made at shall be 30%, 40% and 30% respectively.

The period of the internship will begin from August till March

Dissertation and Viva Voce (8 Credits)

Agri-Business Workshops (28 Credits)

The workshops will be facilitated by experts from the development sector with one internal faculty as coordinator. All these workshops will be designed following action-reflection-action mode of learning. Moreover 30 percent of the workshops will be conducted online.

The first phase of the workshops (Offline) will begin from July 1st for a month after the students are back from their Mini Bharat Darshan. The second phase of the workshops will be for one month and will be November and the third phase will be in April.

Thematic areas of the Agribusiness Workshops*

Sl No	Code	Thematic areas of workshop	Credit	T-P-P
01		Grading and Quality management for Agri-produce	2	0-0-2
02		Financial Inclusion and Micro Finance	2	0-0-2
03		Online platforms and Apps in Agriculture Extension	2	0-0-2
04		Agriculture Banking	2	0-0-2
05		Agri Input marketing	2	0-0-2
06		Dairy and Poultry Management	2	0-0-2
07		Agri-warehouse Management	2	0-0-2
08		Rural Haat & Market Analysis	2	0-0-2
09		Community Owned and Managed Agri-businesses	2	0-0-2
10		Smart crop Management	2	0-0-2
11		Agri-Business Entrepreneurship	2	0-0-2
12		Food Retail Management	2	0-0-2
13		Commodity Market & Trading	2	0-0-2
14		Agriculture Markets and Value chain analysis	2	0-0-2
15		Regulations for Agri input and Output Market	2	0-0-2
16		Organic Farm Management	2	0-0-2
17		Organizing a Conference	2	0-0-2
18	CUTM1937	Digital and Social Media Marketing	2	0-0-2

***Note: The themes mentioned are tentative**

COURSE CONTENTS

Micro Economics

Code: CUTM 1175

Credits 3-0-1

Course Objectives

- Develop a managerial economics perspective
- Facilitate students understand different economic paradigms using Microeconomics concepts

Course Outcome

- Apply economic perspective to solve business problems

Course Syllabus

Module 1: The Central Concepts

Logic of Economics: Scarcity and Efficiency: The Twin Themes of Economics; Three Problems of Economic Organization: Market, Command, and Mixed Economies, Society's Technological Possibilities: Inputs and Outputs; The Production-Possibility Frontier: Applying the PPF to Society's Choices; The Modern Mixed Economy: How Markets Solve the Three Economic Problems; Circular Flow of an Economy; The Invisible hand given by Classical Economists; The visible hand of the government given by modern Economists

Module 2: Demand, Supply and its Applications

Basic Elements of Supply and Demand: Forces behind the demand and supply curve; Shifts in demand and supply curve; Equilibrium of Supply and Demand; Price Rationing;

Supply and Demand: Elasticity and Applications: Price Elasticity of Demand and Supply; Elasticity and Revenue; The Paradox of the Bumper Harvest; Applications to Major Economic Issues: Impact of a Tax on Price and Quantity; Minimum Floors and Maximum Ceilings; Demand and Consumer Behavior: Classical Utility Theory-Cardinal Utility;

Neoclassical Utility Theory-Ordinal Utility; The paradox of value; Leisure and the Optimal Allocation of Time

Module 3: Theory of Production, Cost

Theory of Production and Marginal Products: The Production Function; Total, Average, and Marginal Product; The Law of Diminishing Returns; Returns to Scale; Technological Change; Empirical Estimates of the Aggregate Production Function; Economic Analysis of Costs: Total Cost: Fixed and Variable; The Relation between Average Cost and Marginal Cost; The Link between Production and Costs; Diminishing Returns and U-Shaped Cost Curves; Choice of Inputs by the Firm; Marginal Products and the Least-Cost Rule; Transaction Cost, Opportunity Cost and Markets

Module 4: Decisions of the Firm

Perfect and Imperfect Market: Perfect competition and Pareto optimality; Sources of imperfect competition; Economic Costs of Imperfect Competition; Public Policies on Imperfect Competition

Module 5: Market Failure and Inefficiency

Economics of Risk and Uncertainty: The Economic Impacts of Speculation; Market Failures in Information; Moral Hazard and Adverse Selection; Externalities: Market Inefficiency with Externalities; Analysis of Inefficiency; Valuing Damages and Policies to Correct Externalities

Suggested Text Books

- Geetika, Ghosh. P. & Roy Choudhury. P., 'Managerial Economics', Tata McGraw Hill Education, New Delhi
- Samuelson, Paul A. and Nordhaus, W.P., 'Economics', McGraw Hill, New York
- Pindyck, R.S., Rubinfeld D. L. and Mehta P. L., 'Microeconomics', Pearson Education

Contemporary Development Communication

Code: CUTM 1218

Credits 1-2-1

Course Objectives

This course aims to enable the students to

- Understand the processes and approaches to contemporary development communication
- Learn situation analysis, problem tree analysis, and participatory communication appraisal in the field
- Understand strategies for awareness raising and communication campaigns relevant to current times (e.g., COVID-19)

Course Outcome

After completion of the course, students will be able to

- Demonstrate an understanding of the approaches to contemporary development communication
- Perform situation analysis and problem-tree analysis to address the development issues
- Design and implement development communication strategies combining participatory methods with communication processes, social media and digital tools best suited for a specific situation (e.g., COVID-19)

Course Syllabus

Module I: Digital Instructional Media Design: Storyboarding

- Digital Story: Develop Idea, Plan, Outline/Script/ Film and Record, Finish, Publish and Share, Review
- Reflective learning journal

Practice Exercise 1: To start seeing and exploring various methods of digital storytelling - and applying it to the work - students will be responsible for bringing to the class' attention an example of a good/bad, effective/ineffective, or ethical/unethical digitally told communication.

Practice Exercise 2: Students will use storyboard tools(e.g.,<https://boords.com/best-storyboard-software>), concepts and frameworks for giving a voice to their story/sharing the unheard voice during (or post) COVID-19 from the field. Students will also convert their storyboard into visuals and upload them in their Blogsites.

Practice Exercise 4: Student's will develop a reflective learning journal using the storyboard tool (<https://boords.com/best-storyboard-software>). Students are recommended to use Gibbs's Reflective Cycle as reference.

Module II: Concepts and Approaches to Development Communication

- What is Development Communication?
- Approaches to Development Communication: Diffusion/Extension Approach, Mass Media Approach, Development Support Communication Approach, Institutional

Approach, Integrated Approach, Localized Approach to Development Communication,
Planned Strategy to Development Communication

Practice Exercise 1: Students will design individual blogs using WordPress through self-learning method on the theme COVID-19 – Awareness and Prevention Campaign with drop down menu ‘About’, ‘Me-in-a Minute’, ‘Creative Repository- Posters, Videos, Audios’, ‘COVID-19 Apps’, ‘Voices of the Youth’, ‘COVID-19 Blogs’, ‘Social Media Campaigns’, ‘My Learning’, ‘Useful Links’, ‘Contact’.

Practice Exercise 2: Students will explore on various contemporary development campaigns on COVID-19 (e.g., Tata Trust, Voices of the Youth, WHO Campaigns, MyGov/any other) and discuss best development communication practices, and upload in the Blogsite.

Practice Exercise 3: Considering a recent community development project, students will identify at least three issues or concerns that can be addressed, and explain briefly, what communication development contribution could be.

Module III: Communication Strategies for Development

- Participatory Communication Strategy Design (PCSD): Situation and Problem Tree Analysis, Stakeholder Analysis
- Knowledge, Skills, Attitude and Practices (KSAP) Analysis
- Planning Process (P- process): Inquire, Design Strategy, Create and Test, Mobilise and Monitor, Evaluate and Evolve

Practice Exercise 1: Students will brainstorm the entire day to develop a problem tree on COVID-19/sanitation representing cause-effect relationships. Problem Tree Analysis will include: Identify substantial and direct causes of the focal problem, identify substantial and direct effects of the focal problem, Construct a problem tree showing the cause and effect relationships between the problems, Review the problem tree.

Practice Exercise 2: Students will present the problem tree and communication plan on COVID-19/sanitation in the review meeting. Students will also scan and upload the problem tree image and communication plan on the personal Blogsite.

Practice Exercise 3: Students will develop campaign plan using P- process and storyboard tools on Covid-19 -Awareness and Prevention Measures in the adopted/neighbouring village (s).

Project 1: Students will run campaigns on 'COVID-19-Awareness and Prevention Measures' in the adopted/ neighbouring villages and social media platforms, and make post campaign analysis.

References:

1. Mario Acunzo et al., (2014). Communication for Rural Development Sourcebook, Food and Agriculture Organization of the United Nations.
2. Community Tool Box, http://ctb.ku.edu/en//tablecontents/section_1017.htm
3. Digital Communication Course, <https://www.culturepartnership.eu/en/publishing/digital-communication>

Accounting for Managers

Code: CUTM 1190

Credits 3-0-1

Course Objectives

This course aims to enable the students

- To familiarise with the basic conceptual framework of Financial Accounting i.e., from the recording of transactions for Understanding and Interpreting of Financial Statements.
- To provide the knowledge to the students about financial statements and principles underlying them and to develop their skills in reading Annual Reports.
- To equip students with the skills required to understand cost statements/records and management accounting.

Course Outcomes

After completion of the course, students will be able to

- Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements (e.g. accrual accounting vs. cash accounting, definition, recognition, measurement and disclosure of assets, liabilities, revenues, expenses; inventory valuation methods and methods of depreciation).
- Understand and interpret the nature and role of the principal financial statements (i.e., the Income Statement, the Statement of Financial Position, and the Statement of Cash Flows).
- Understand and apply cost concepts and management accounting to analyse common business management decisions such as pricing a product and services.

Course Syllabus

Module: I Fundamental Principles of Accounting

Accounting Environment of Business: Purpose of accounting, Links of accounting with every aspect of the business, Cash based vs Accrual based accounting, Accounting Cycle, Financial Year, Difference between management accounts and statutory accounts; Computerised Accounting (Learning to use Tally Package)

Concepts and Conventions of Accounting: Accounting as an Information System, Users of Accounting information (specifically the difference in financial information required by the

Board, CXO levels, field level staff, stock exchanges, auditors and regulators, etc.).
Accounting Principles and Standards

Module: II Accounting Process

Basic Accounting Procedures: Balance Sheets items, P&L items, Accounting Equation, Transactions, Capital & Revenue Expenditure and Receipts, Classification of Accounts and Chart of Accounts (relevance to reporting) The Accounting Process: The Journal, the Ledger, and the Trial Balance; Depreciation: Meaning Causes, Factors affecting depreciation, Methods of providing depreciation, Straight Line Method & Diminishing Balance Method; Inventory Valuation: Introduction, Determination of Cost, Valuation of Inventories (FIFO, LIFO, and Average Method)

Module: III Understanding and Interpreting Financial Statements

Financial Statements: Purpose, Minimum content and information, Vertical and Horizontal Financial Statement, Trading and Profit and Loss Account, Balance Sheet, and Cash Flow Statement, Content of Annual Report

Module: IV Introduction to Cost and Management Accounting

Difference from financial accounting and reporting, the concept of overheads and allocation principles, reconciling management and financial accounts, Classification of Costs; Cost Unit, Cost Centres, Preparation of Cost Sheet— Marginal Costing: Marginal Cost and BEP Analysis

Books Recommended:

- Financial Accounting -- A Managerial Perspective, R. Narayanswamy, PHI
- Accounting for Management—Ashok Sehgal, Taxxman
- Khan & Jain – Management Accounting, TMH
- Horngreen, Datar, Foster- Cost Accounting, Pearson
- Financial Accounting, Jain/Narang/Agrawal, Kalyani
- Basic Financial Accounting for Management, Shah, Oxford

Data Analysis Using Excel & Python

Code: CUTM 1219

Credits 0-2-2

Course Objectives

- To build a strong understanding on the Basics of Excel and Python
- To understand data crunching and data presentation

Course Outcome

After completion of the course, students will be able to

- To create dynamic reports by mastering one of the most popular tools in excels - PivotTables, Pivot chart, If, Vlookup, Index, and Match etc.
- To do different operation in python with set, dict. tuples, list etc

Course Syllabus

Module 1 - Introduction to Excel

Course objective, outcome, methodology and assessment, Excel Introduction, , Basic Navigation Tab, Concept of Cell and Cell address , row Column concept, Sum, SumIf, Sumifs, Count number, CountA (Text and Number), Count if, Countifs, Average, AverageA, Averageif, Averageifs

Module 2 - Understanding different Formula

Round, Roundup, Round Down, Concatenate, Min, Max, Trim, Lower,Upper, Proper,Left, Right, Mid,,Exact, Randbetwen, Rand, Len (Length of character) Paste special, SQRT, If function with Example of IF, More function like And, OR with their example, Conditional Formatting basic and advance level with OR, AND, Nested IF function, Index, Offset, Match

Module 3 - Data analysis and Data presentation

Vlookup, Hlookup, Trace Precedents, Trace Dependents, show formula, Text to Column, Data Validation, Filter,Duplicate Removal, Sort, Filter, Wrap Test, What if Analysis, with detail example Merge Cell, Shapes, Median, Mode, Slanderer Deviation (S), Correlation, Large, Small, Pivot Table, Pivot Charts, Slicing, Sparkling

Module 4 - Python Basics

Data Types, Loops, Inbuilt functions,List, Tuples, Dictionary,IF, Else, Numpy one Dimensional, Numpy two Dimensional. Loading and working on data with Python

Projects -

- Preparation of automated attendance sheet
- Preparation of Dashboard
- Numpy One Dimensional and two Dimensional Array

Suggested Readings:

- Mike Girvin excel is fun, <https://people.highline.edu/mgirvin/>
- Python Cookbook by David Beazley & Brian K. Jones (*O'Reilly, 3rd edition, 2013*)

Indian Society and Culture

Code: CUTM 1178

Credits 1-0-1

Course Objectives

The purpose of this course is to expose students of Technology and Management to different aspects of Indian society and culture. Students will develop an understanding of societal and cultural dimensions of the dynamic nature of society and the environment in which they will live and work as scientists, engineers and entrepreneurs. More specifically, they will get an appreciation of how societal and cultural issues interface with technology, science and business in the context of overall development of the country.

Course Outcomes

After completion of the course, students will be able to

- To develop an understanding of social environment
- To develop an understanding of cultural environment
- Understanding the linkages among social, cultural and scientific/business environment

Course Syllabus

Module: 1 Introduction to Indian Society

Indian Society - Roots of Indian Society; Social Structure – Rural and Urban Contexts; Social Institutions in Indian Society; Caste, Tribe, Dalits and Other Excluded Groups; Power and Conflicts

Module: 2 Introduction to Culture in Indian Society

Basic understanding of culture in India; Languages and Literature in India; Culture Change and its Impact on Indian Society

Module: 3 Social Movements – tribal, women and environment

Reformers and Radicals – Rammohan Roy, Syed Ahmed Khan, Jyotirao Phule, Gopal Krishna Gokhale, Bal Gangadhar Tilak, Tarabai Shinde, Dayananda Saraswati and Vivekananda
Nurturing a Nation – M. K. Gandhi, Rabindra Nath Tagore, B R Ambedkar, Mohammad Ali Jinnah, EV Ramaswami, Jawaharlal Nehru, Rammanohar Lohia, Jayaprakash Narayan, Verrier Elwin Peasant, Tribal, Women and Environment movement

Module: 4 Social Issues in Modern India

Poverty – multidimensional aspects; Gender issues in development; Constitution of India: Slums; Informal sector; Child, Physically challenged

Module: 5 Science, Technology and Society

Appropriate Technology; Science, Technology and Development Linkage; Science and Technology Policy

Suggested Readings

- Hasnain, Nadeem. 2010. Indian Society and Culture: Continuity and Change, New Royal Book Company, New Delhi.
- Guha, Ramachandra.(2011). Makers of Modern India. Cambridge
- indian-society-culture - Pictorial

Development Project Management Planning Tools and Techniques-I

Code: CUTM 1220

Credits 1-1-2

Course Objective

- To understand the process of developmental planning tools and techniques used in India

Course Outcome

After completion of the course,

- Students will have an understanding of the different approaches for making of developmental plans

Course Syllabus

Module: I Understanding the Developmental planning process

Meaning of Developmental plan, Developmental Planning process in India – Before the Panchayats came into picture of developing the plans Vs. After the Panchayats came into picture of developing the plans, the 73rd and 74th Amendment Act of Constitution enforced in 1993 – Local self-governance in rural and urban India, Panchayat Raj in the State List of the Seventh Schedule of the Constitution.

Module: II Approaches to Developmental planning in India, compare the different approaches - Merits, Demerits and suitability

-Participatory Learning and Action (PLA); Venn diagram, Social maps and analysis, seasonal analysis, Livelihoods analysis, Map of services and opportunities, Timelines, Trendlines, Natural Resource mapping, Transect walk and diagramming- Zeal Oriented Project Planning (ZOPP) –LFA Participation Analysis, Problem Analysis, Objective Analysis, Alternative

Analysis, Project description, Assumptions, Indicators and Means of verification- Gram Sabha Approach (Village Level Study) - (Action Aid: Village Book Training Manual)

Importance of Planning at Gram Panchayat Level, Important Schemes, Sectors and Issues for Integration in GPDP, Capacity Building Framework for GPDP, : Integrated Decentralised Planning at Intermediate and District Level, Implementation and Monitoring of GPDP

Comprehensive Village Analysis-Social analysis;Economicanalysis;Vulnerabilityanalysis;Women’s situation analysis;Power and relationship analysis;Mapping the status of rights –Problem prioritization,Problem tree analysis,Rights mapping/understanding problems from the rights perspective;Baseline of the current situation;Participatory indicators of change/success –Dream map,Indicators of change/success; Village development/Action plan – Detailed implementation plan Using the Village Book to link with government plans and mobilise resources

- J- PAL (Poverty Action Lab)

Introduction to Evaluations

Research Questions

Research Design

Measurement & Data collection

Catalog of Administrative Data Sets

Working with Data

Conducting Cost-Effectiveness Analysis (CEA)

Software & Tools

Case Study -(to be identified)

Module: III

Learning paper: Critical understanding of how the developmental plans have been prepared and its implementation, monitoring and evaluation (areas such as Education, Health, Drinking water and Sanitation, Doubling of farmer’s income etc.)

Suggested Readings:

- Development Planning: Concepts and Tools for Planners, Managers and Facilitators by Dale, R. (2004), London, Zed Books
- Logical Framework Approach (PDF) - LFAUNDP
- LFA Handbook -
<http://www.ccop.or.th/ppm/document/home/LFA%20by%20NORAD%20Handbook.pdf>
- https://lgausa.com/logframe_approach.htm
- Village Book Training Manual (PDF) - [village_book_training_manual_english__0](#)

- PLA Training Manual (PDF) <http://idp-key-resources.org/documents/0000/d04267/000.pdf>
- PLA Toolkit - <https://herproject.org/files/toolkits/HERproject-Participatory-Learning.pdf>
- ZOPP Training Manual - <http://2inno.eu/en/content/zopp-methodology>
- GDP Manual - <http://nirdpr.org.in/gdpmanuals.aspx>
- <https://www.india.gov.in/my-government/constitution-india/amendments/constitution-india-seventy-third-amendment-act-1992>
- J. PAL - <https://www.povertyactionlab.org/>
- J. PAL - Research Resources <https://www.povertyactionlab.org/research-resources>
- PRA -https://en.wikipedia.org/wiki/Participatory_rural_appraisal
- Suggested reading: Pedagogy of the Oppressed by Paulo Freire
- <https://www.pm4dev.com/resources/free-e-books/130-development-project-management/file.html>

Natural Resource Management

Code: CUTM 1178

Credits 1-0-1

Course Objectives

- To familiarise the students with the complexities of natural resource management from the perspective of development and environmental protection
- To understand the role and contribution of NRM in economic development and people's livelihoods and life support systems especially, in the context of increasing depletion of resources and currently with liberalization, privatisation and globalisation.

Course Outcomes

After completion of the course, students will be able to

- Knowledge: Understanding the complexity of natural resource management
- Skills: The ability to contextualize the changes taking place in the natural resource base and suggest strategies/plans in managing the resources.
- Attitude: Be sensitive to the natural environment and appreciate the place of natural resources to living beings and the universe in general

Course Syllabus

Module I

Introduction- Characteristics and classification of natural resources and its relevance in the academic programme, State of natural resources in India, Management of Common Property and Pool Resources, Ecological Footprint, Linkages between environment poverty, gender and equity, Gender and Environment Debate

Module II

Role of State, Market and Civil Society – focus on policies and strategies- Reforming the state for NRM, Politics of Water and Water Markets, Civil Society Organisations and Irrigation Management, NRM Policies - National Water Policy, Joint Forest Management, Forest Rights Act

Module III

Gainers and Losers- Costs of Ecology and Equity, Losing Pastures, Privatisation of water and Equity Implications

Module IV

Conflicts in NRM- Conflicts and Governance in NRM, Cases from Water, Forests and Land

Module V

Watershed Management -Institutions in Watershed Management, Participatory Watershed Management, Critique of Watershed Management

Suggested Readings

- “State of Natural Resources in India”, in Natural Resource Management: Sector Strategy Paper,1996-98, Actionaid.
- “Introduction”, in Managing Common Pool Resources: Principles and Case Studies, Katar Singh, OUP, 1994.
- “Engendering the Environment Debate: Lessons from India”, BinaAgarwal, Feminist Studies, 1992. (pp. 127-153).
- “Reforming the State” in Natural Resource Management and Institutional Change, edited by D.Carney and J. Farrington, ODI, 2001.
- “The Value and Politics of Water” by V. Paranjpye and “Watermarkets Exclude the Poor” by S. Sharma, in The Value of Nature: Ecological Politics in India, edited by Smitu Kothari et.al. Rainbow Publishers, 2003.
- Panda, Smita Mishra (2007), Mainstreaming Gender in Water Management: A Critical View, Gender, Technology and Development, 11 (3), 321-328, Sage Publications.
- Panda, H., Panda, Smita Mishra and Lund, R. (2013), Environmental Insecurity and Social Friction in Rural Odisha, International Journal of Rural Management, 9 (1): 17-45, Sage Publications.
- “Civil Society Organisations and Irrigation Management in Gujarat, India” in Water for Food and Rural Development: approaches and initiatives in South Asia, edited by P.P. Mollinga, pp 247-265., Sage Pub., New Delhi.
- Gadgil M and Guha R, 1995, Passing on the Costs in Ecology and Equity: The Use and Abuse of Nature in Contemporary India. New Delhi: Penguin Books.
- Watershed Management Concepts and Principles by Suhas P. Wani and Kaushal K. Garg, ICRISAT, Hyderabad (India)

Gender, Human Rights and Ethics

Code: CUTM 1014

Credits 1.5-0-1.5

Course Objectives

This course is about gender, human rights and ethics in which the student will be sensitized and exposed to related issues in the context of business and organisations in India. The specific objectives are:

- To develop an understanding of gender, human rights and ethics in an unequal society like India
- Sensitisation of how gender, human rights and ethics are significant in organisations.
- Integrating concerns related to gender, human rights and ethics in organisations.

Course Outcomes

- Understanding the complexity of issues and challenges relating to gender, human rights and ethics
- Be sensitive to gender, human rights and ethics within an organizational context,
- To integrate concerns related to gender, human rights and ethics into the policies, processes and systems in an organization.

Course Syllabus

Module 1

- Difference between sex and gender; social construction of gender and its outcomes in the form of behavior, roles, gender based division of labour, hierarchy; gender relations.
- Gender issues in organisations - significance of relations between structures, practices, context, interactions and power for construction of gender at organisational level
- Gender implications at workplace, management and leadership, Laws and Acts
- Comparing different types of organisations; how to create a gender sensitive organisation.

Module 2

- Introduction to human rights, Meaning and Definition, Types
- Human Rights Law: Protection, violation and the legal framework for their protection - International Human Rights Law, Universal Declaration of Human Rights
- Conflicts of Rights and its Significance to Organisations: Challenges of the past and challenges for the future. Persistence of social discrimination and inequality; efforts in the search for justice for past violations, continued struggle for human rights and accountability in an organisational context.

Module 3

- Introduction to and study of ethics; Indian and Western ethics
- Different ethical systems and perspectives; ethical relativism and its implications, utilitarianism, duty ethics and virtue ethics in organisations
- Critique of various ethical positions and develop their own position in an organizational context.

Suggested Readings

Books:

- Arihants UGC NET Human Rights and Duties
- Kapoor, S. K. Central Law Agency's Human Rights under International Law and National Law
- Ciapham Andrew, 2015, Human Rights: A Very Short Introduction, Oxford University Press
- Smith Rhona, 2015, Textbook on International Human Rights, Oxford University Press
- Frankena, WK, 1973, Ethics (2nd Edition), Pearson.
- Singer, P. 2011, Practical Ethics (3rd ed), Cambridge University Press.
- Smart, JJC and Williams, B. 1973, Utilitarianism: For and Against, Cambridge University Press.

Free Online Sources:

<https://www.humanrightscareers.com/.../10-human-rights-study-books-you-can-download>

<https://www.humanrightscareers.com/courses/>

Development Theory and Practice

Code: CUTM 1222

Credits 2-0-2

Course Objectives

- To provide a critical understanding of 'development', the major theories of development and imagine a post development era
- Understand the problems of development in a changing context, with a focus on India
- Develop conceptual, analytical and practice skills needed to address community level issues

Course Outcomes

After completion of the course, students will be able to

- Be able to appreciate the histories, geographies of development, critically appraise the theories of development and imagine a post development era
- Be able to apply, in projects, the understanding of development theories to real life problems in the community
- Be able to utilise the participatory practice tools in the community for planning/ monitoring or evaluating a program

Course Syllabus

Module 1:

The Invention of 'development', the crisis of 'development', Modernisation theories, underdevelopment, dependency and world system theories, environmentalism and sustainable development, from MDGs to SDGs, feminist encounters with development discourse, participatory development, globalization and development

Module 2:

India - Political economy of poverty and development; regional and rural-urban disparities; Development perspectives and policies in India after independence; State-led initiatives to address 'poverty' and 'development'; Development impacts - diseases, disasters, migration, climate change/ environmental degradation

Module 3:

Role of Non-government/ civil society organisations and CSR in the development discourse; participatory planning and implementation of programmes; participatory monitoring and evaluation; participatory impact analysis and reflection (PIAR)

Module 4:

Other developments - Sustainable Development Goals; Engendering development; Post-modernism, Representation and the Cultural Construction of Identity; Knowledge, development and praxis

Suggested readings

- Kothari, Uma & Minogue, Martin (2001). Development Theory and Practice a critical perspective. _Palgrave Mcmillan

Development Project Management Planning Tools and Techniques-II

Code: CUTM 1223

Credits 0-2-2

Course Objectives

- The objective of the course is to impart relevant knowledge and skills on Appraisal, Planning, and Monitoring & Evaluation and impact assessment of development projects and programmes.
- The course comprise of theory, data capturing and analysis tools, workshops and field practice to enable the students to gain practical knowledge on development planning and strategies of local development.

Course Outcomes

- Students will be able to capture required data, present in tables, graphs and describe the data. They will be able to analyse the data using measures of central tendency.
- They will be able to use quantum GIS, map the socio, cultural, institutional, political details of the village.
- Students will be able to apply data mapping tools, spatial mapping tools and PRA tools. The students will apply the tools to a live project through a baseline survey and then prepare a development plan.

Course Syllabus

Module-1 DATA COLLECTION AND PRESENTATION

Data and its importance, sources of data collection, data collection methods, presentation of data using tables and graphs/charts, Data Analysis using measures of central tendency, present a report using the data collected.

Pedagogy: The module will be covered through different tasks of data collection and presentations. Field work, student presentations and classroom discussions on the task performed will follow Action-reflection-action model.

Task-1: Students (two in a group) will be asked to study a Socio-Economic study from the internet (learnt in DPMPT-I) and present the questionnaire, method used and the features of the study.

Task-2: Students (two in a group) will be asked to select a theme for conducting a study on the nearby village, prepare the questionnaire for the baseline survey, collect data and present the data in table—cross tabs, graphs, summarise it using average, percentage etc. Submit a report on the study conducted.

Module-2 SPATIAL TOOLS AND ANALYSIS

Introduction to GIS, QGIS and Village GIS, Installation of QGIS software, Data collection using mobile (mobile GPS mapping), Data representation, Conversion of data to create maps and preparation of layout. Use Quantum GIS to map socio, cultural, institutional, political details of a village.

Pedagogy: Workshops and Field survey using GIS, mapping the data in the Labs.

Task - 3: Preparation of village resource map

Module-3 PARTICIPATORY MAPPING TOOLS AND APPROACHES FOR DEVELOPMENT PLANNING

Participatory Rural Appraisal methods:

Venn diagram, Social maps and analysis, seasonal analysis, Livelihoods analysis, Map of services and opportunities, Timelines, Trendlines, Natural Resource mapping, Transect walk and diagramming,

Logical Framework Approach :

Stakeholder analysis; Problem tree: cause and effect diagram; Objective tree (Analysis): Means and End diagram, Force field Analysis; Alternative Analysis; Development of Project Planning Matrix, Gram Sabha Approach to planning:

Comprehensive Village Analysis-

Social analysis; Economic analysis; Vulnerability analysis; Women's situation analysis; Power and relationship analysis; Mapping the status of rights – Problem prioritization, Problem tree analysis, Rights mapping/understanding problems from the rights perspective; Baseline of the current situation; Participatory indicators of change/success – Dream map, Indicators of change/success; Village development/Action plan – Detailed implementation plan, Using the Village Book to link with government plans and mobilise resources

Pedagogy: Workshops and field practice exercises, the data collected during data capturing will be validated through PRA tools. FGDs will be conducted with different groups to discuss in detail about the alternative plans and subsequently prepare a developmental plan using

either LFA or Gram Sabha approach. Training Manuals of LFA and Gram Sabha Approach will be used.

Task - 4: Preparation of Developmental plan for the village

Suggested Readings:

- Development Planning: Concepts and Tools for Planners, Managers and Facilitators by Dale, R. (2004), London, Zed Books
- Logical Framework Approach (PDF) - LFAUNDP
- Village Book Training Manual (PDF) - [village_book_training_manual_english__0](#)
- PLA Training Manual (PDF) <http://idp-key-resources.org/documents/0000/d04267/000.pdf>
- PLA <http://idp-key-resources.org/documents/0000/d04267/000.pdf>
- PLA Toolkit - <https://herproject.org/files/toolkits/HERproject-Participatory-Learning.pdf>
- LFA Handbook - <http://www.ccop.or.th/ppm/document/home/LFA%20by%20NORAD%20Handbook.pdf>
- ZOPP Training Manual - <http://2inno.eu/en/content/zopp-methodology>
- GDPD Manual - <http://nirdpr.org.in/gdpdmanuals.aspx>
- Suggested reading: Pedagogy of the Oppressed by Paulo Freire

Economic Environment for Business

Code: CUTM1177

Credits 3-0-1

Course Objective

- To develop perspectives of economic growth and development with special reference to Indian economy.

Course Outcomes

- The students will be able to understand the varying perspectives of Indian economy since Independence, contribution of different sectors to the economy and policy environment.

Course Syllabus

Module: I Perspectives of Growth and Development:

Free Market Perspectives- free market capitalism and profit maximisation. Marxian Perspectives- the Labour theory of Value and the falling rate of profit. Keynesian Full Employment- Underemployment equilibrium, Keynesian theory and policy. Gandhian Perspectives- Gandhi on Socialism, Economic Ideas- How Gandhi is different from Marx? Critiques of present development models-Gender, Human rights and Ecology

Book Review-

- Choice of Techniques: An Aspect of the Theory of Planned Economic Development by Amartya Sen
- Economy of Permanence by J C Kumarappa

- Small is Beautiful by E F Schumacher
- The Indian Economy-Poverty and Development by Primit Chaudhuri (Reviewed by Michael Lipton)

Module: II India's Economic Environment since Independence to Liberalisation

Planning Debate- The Bombay Plan, Sarvodaya Plan, People's Plan, The Mahalanobis Strategy, The Wage Good Model. Planning Process and its focus areas- Review of Five Year Plans. Achievements and Failures-Green Revolution, Nationalisation of Bank, Public Sector, Hindu Rate of Growth, PL 480 crisis. GDP and its growth- India's GDP in Pre and Post Liberalisation, Sector wise contribution to India's GDP. Inflation and its control in India

Module: III Current India Economic Environment

Structure of Indian Economy- Primary, Secondary and Tertiary; Kuzentshypothesis on structural change. Monetary Policy Environment- RBI's Monetary Policy and its Instruments, CRR, SLR, Marginal Standing Facility Rate, Repo rate, Reverse Repo rate. Present Fiscal Policy Environment- Fiscal Policy since 1991, FRBM Act. Investment Policies- Globalisation, Liberalisation and Privatisation. Agricultural policies- Plan Expenditure on Agriculture, Agricultural Prices, National Agricultural Policy 2009-2015. Poverty Alleviation Policies-Special focus on DBT. India's Balance of Payments- Current Account and Capital Account

Module: IV Projects

- Project on current scenario of Indian Economy
- How can India become a 5 trillion economy?
- How can India drastically improve social indicators?
- Strategies to make India as global factory
- Strategies to improve India's HDI score
- Comparison of India's economy with China's economy
- Analysis of Nobel Prize -Abhijit Banerjee, Amartya Sen, Paul Krugman, Daniel Kahneman, Williamson Elenor Stromme and Elinor Ostrom
- Present Economic Scenario-Covid-19

Suggested Readings

- Choice of Techniques: An Aspect of the Theory of Planned Economic Development by Amartya Sen

- Economy of Permanence by J C Kumarappa
- Small is Beautiful by E F Schumacher
- The Indian Economy-Poverty and Development by PrimitChaudhuri (Reviewed by Michael Lipton)

Social Research Methods

Code: CUTM1224

Credits 2-1-1

Course Objectives:

The purpose of this course is to orient the learners with the logic of social science inquiry, research design, and a variety of research methods. This course will provide learners with an appreciation both the quantitative and qualitative approaches to social science research and compare between their epistemologies, research design, and the tools they offer for carrying out social science research. The learner will be engaged through the course material through self-readings, lectures, class discussions, assignments and a research project. The students will collaborate with classmates to develop a research proposal, incorporating a logical design that addresses a specific research question in the social sector. The specific objectives are

- To impart foundational knowledge of social research methods and will help in demonstrate proficiency in the use of selected research methods and tools.
- To developing students level of analysis through examining the usefulness of various research approaches: content analysis, survey and field research, quantitative and qualitative analysis, and case studies

Course Outcomes:

After Completing the course, the student will be able to

- Distinguish between the two methodological paradigms.
- Understand and explain the steps in the research process and identify the basic elements of a good research design.
- Discuss characteristics of quantitative and qualitative sampling, and apply various sampling techniques.
- Discuss characteristics of quantitative and qualitative measurement, and understand how to operationalize concepts using each approach.
- Apply various data collection techniques, for both quantitative and qualitative research.
- Select and describe appropriate analytical techniques for quantitative and qualitative methods.

Module-1

Introduction to Social Science Inquiry

- Explanation in social science research – Philosophical assumptions(Ontology, Epistemology, Paradigms and Methodology)
- Basic theoretical debates and methodological practices

- Brief introduction to mixed methods
- Types of Social Research

The Basics of Social Research, Part I

- Steps for conducting research
- Working on a research question
- Literature Review
- Making a good argument

Module-II

The Basics of Social Research, Part II

- Conceptualization and operationalization
- Attributes and variables
- Units of analysis
- Levels of measurement
- Association vs. causality
- Ecological fallacy

Sampling and Survey Design (Quantitative Methods)

- Descriptive vs. inferential statistics
- Sampling theory/standard error
- Sampling designs
- Reliability/validity
- Descriptive analysis

Module-III

Research Design in Qualitative Methods

- What kinds of research questions can qualitative research answer?
- The relationship between theory and research in qualitative research
- Sampling in qualitative research
- Introduce assignment on field notes

Qualitative Interviews and Case as Research methods

- Types of qualitative interviews
- Creating an Interview Protocol
- Interviewing techniques and etiquette

Module-IV

Analyzing Qualitative Data: Coding and Content Analysis

- How to code: Manual coding vs. qual. data analysis software (Nvivo)
- Open coding, selecting themes, focused coding
- Practice with your fieldnotes/interview transcripts
- Introduction to content analysis using Python
- Sentiment analysis using Python
- System dynamic Modelling (Social Network Analysis)

Writing Up / Discussion of Mixed Methods Studies

- Presenting and writing up results
- Research Ethics

Suggested Readings:

- Neuman, W.L. (2004). Basics of social research: Qualitative and quantitative approaches. Boston: Pearson Education
- Kerlinger, F.N. (1973). Foundations of Behavioural Research: Educational, Psychological and Sociological Enquiry. Wadsworth Publishing Company
- Cresswell, J.W. (2011). Research Design, Qualitative, quantitative and Mixed methods approach, Sage Publication
- Yin, Robert (2001) Case Study Design
- Booth, Wayne, Gregory G. Colomb, and Joseph M. Williams. 2003. The Craft of Research. University of Chicago press

Rural Marketing

Code: CUTM 2043

Credits 2-1-1

Course Objectives:

- To familiarize participants with environment, challenges, opportunities, strategies and methodology for emerging markets.
- To sensitize the students towards the needs and behavior of rural consumers and strategies implemented to fulfill them.
- To utilize the understanding on peculiarities of rural markets and the decision making process involved.

Course Outcomes:

- Students will be able to understand the concepts and techniques of marketing management and their application in rural marketing.
- It shall facilitate the student in understanding the rural marketing mix (4 A's) to meet the needs of rural consumers which will help the students in achieving employment in FMCG companies.
- It will help any student who wants to become an entrepreneur and he/she wants its product would enter the rural market for promotion of his products and services.

Course Syllabus

Course Contents:

Module: I

Rural Marketing Overview: Introduction to Rural Markets Rural India- a promising Market place, Rural Economy- A reality check, Issues and Challenges in marketing in rural India, Understanding 'Fortune at the bottom of Pyramid', Rural Market Environment: Rural Market Structure and Importance of Rural Markets, Factors of market environment, Rural Producers & Rural Consumers, Rural Consumer Behavior: Factors affecting consumer behavior, Characteristic of rural consumer, Opinion leadership process, Consumer buying process.

Module: II

Rural Marketing Strategy: Rural Market Segmentation, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Targeting and Selection of Segments, Positioning Rural Products, 4Ps of Marketing Mix and 4As of Rural Marketing mix. Rural Marketing Research: Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets.

Module: III

Rural Product Strategy: Market for Agricultural Inputs, Consumable inputs, Capital inputs, Marketing of agricultural produce, Regulated markets, Cooperative Marketing & Processing Societies, Corporate Sector in Agri-Business: Cultivation, Processing & Retailing, Rural Marketing of FMCGs, Durables & Financial Services. Rural Pricing: Production costs, Finalization of price, Rural pricing strategies and rural competition and pricing.

Module: IV

Rural Distribution: Distribution Patterns for Consumer and Industrial Goods, Customer Convenience Buying, Village retailers, rural haats and fairs, Public distribution system (PDS), Cooperative societies, and prevalent distribution models (corporate). Rural Promotion: Rural Advertising, Advertising Mix Factors and Media Planning, Public Relations, Direct Marketing, Folk media, Melas. Innovations in rural markets: Role of innovations in rural markets, Importance of ICT, ICT initiatives in rural markets, Emergence of organized retailing.

Suggested Readings:

- The Rural Marketing Book, Text and Practices- PradeepKashyap& Siddhartha Raut, Biztantra
- The Fortune at the Bottom of the Pyramid – Dr. C K Prahalad, 2005 Edition, Wharton School.
- Rural Marketing- Ramakrishnan.L, Krisnamacharyullu.C.S.G, Pearson Education.

Agricultural Marketing

Code: CUTM 1225

Credits 2-0-2

Course Objectives:

- Enable students to gain knowledge on agricultural marketing, challenges and prospects for improving agricultural marketing system.
- Provides an incisive analysis on agricultural input and output marketing with particular emphasis on marketing functions
- Gain skills to analyze Marketing Functions, Market Information and Intelligence
- Imparting knowledge of the marketing efficiency and agricultural prices
- Learn the Markets and Market Structure
- Provide the platform to the students of Marketing of Agricultural Inputs

Course Outcomes:

At the end of this course, students will

- Understand and appreciate the structure and working of the agricultural marketing system in
- Learn how agriculture marketing system affects the farmers, consumers and intermediaries.
- Develop strategies through which the dynamic marketing system will respond to create a win-win situation for all the
- Appreciate the possible changes in the agriculture input, output and food market because of pandemic Covid 19 and need for the appropriate

Course Syllabus

Module: I

Understanding Agricultural Marketing System – Perception of stakeholders, Agriculture – Marketing Linkages, Approaches of analysing Agricultural Markets, Food Consumption and Marketing,

Module: II

Agriculture input marketing and agriculture output marketing: Comparison, strategies pertaining to product, price, place and promotion. Institutions: NAFED, FCI, Warehouse corporations, FSSAI, STC, Contract farming.

Module: III

Value chain management, agribusiness, agricultural cooperative, production costs, supply chain, coordination. Channel Players in Agri Market, Marketing Information System in agri-markets, Agricultural Produce Price Analysis, Competition in Food Markets, Costs in Agricultural Markets,

Module: IV

Farmers Producer Organisation (FPO), Government Interventions in Agricultural market, Models of agriculture marketing, Issues and potential of agriculture marketing in post-COVID 19 days.

Suggested Readings

- State of Indian Farmer: Agriculture Marketing by S.S. Acharya, Academic Foundation, New 2004
- Marketing of Agricultural Products by Richard L. Kohls and Joseph, Prentice Hall of India, New Delhi, 2018

- Agriculture Marketing in India by S. Acharya and N. L. Agarwal, Oxford and IBH, New Delhi. 1999
- Agriculture and Food Marketing in Developing Countries by Abbott, John Cave, Oxford, London, 2007

Corporate Finance

Code: CUTM 1195

Credits 3-0-1

Course Objectives:

- The course aims to develop skills for preparation and interpretation of business information apart from application of financial theory in investment decisions, with special emphasis on capital structure, Capital Budgeting and other concepts.
- The course will orient the students with real-world examples and applications in Excel.

Course Outcomes:

After completing the course the students will be able to appreciate the interdisciplinary aspects of financial management.

- Understand the finance function in an organization
- explain the Practical applications of TVM
- Identify the Investment Decision Criteria
- explain the concept of opportunity cost of capital
- explain the capital Structure and firm value: Two Schools of Thought
- Management of Cash & Marketable Securities-Concept, Need & Techniques
- Gain an understanding of some of the practical aspects of corporate finance decision

Course Syllabus

Module I

We will address in this module the concept of financial management its scope objective and emerging role of finance manager and the application of time value of money for decision making in finance. We will also address the risk and return prospective of some Indian companies.

1. Scope of Financial Management; Objectives of Financial Management
2. Role of Finance manager
3. Time Value of Money
4. Conceptual Framework of Risk and Return

Module II

We will address in this module the how companies decide to make investment by taking both discounting and non-discounting technique. The module will address to calculate the IRR and NPV by taking some data of Projects. the Course by the discussion of criteria of choosing investment projects. Beside NPV, the internal rate of return (IRR) and other approaches are introduced. We show why the NPV criterion is the best and why the application of others may lead to wrong investment decisions. Then we focus on the main ideas to be taken into account while setting up cash flow patterns and making the choice of project on the basis of NPV. We mention some special issues – relevant costs, depreciation, inflation.

1. Nature of Capital Budgeting
2. identifying Relevant Cash Flows
3. Investment Evaluation Techniques: DCF and Non-DCF Techniques
4. NPV vs. IRR
5. Importance and concept of cost of capital
6. Cost of debt, Cost of Preference share, Cost of Equity, Overall WACC

Module III

How companies decide on how much debt to take, and whether to raise capital from markets or from any other sources. Understand how companies make financing, pay-out and risk

management decisions that create value. Measure the effects of leverage on profitability, risk, and valuation.

1. Capital Structure Theories concept
2. NI Approach
3. NOI approach
4. MM approach
5. Operating, Financial and Combined Leverage

Module IV

How company's dividend decision affects the firm value. We will discuss the concept of stock dividend, share repurchase, and stock split decision affecting the shareholder wealth. It will address the concept of liquidity and profitability through working capital management.

1. Concept of Dividend
2. Cash dividend and Bonus Share
3. Share repurchase and stock split
4. Irrelevance of Dividends; and Relevance of Dividends
5. Concept of Working Capital

Suggested Readings:

Text Books:

- Financial Management by Dr Prasanna Chandra – Tata McGraw-Hill

Reference Books:

- Financial Management by I M Pandey –Tata McGraw-Hill
- Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi, 2008.
- Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.

Climate Change, Sustainability and Organisations

Code: CUTM1015

Credits 1.5-0-1.5

Course Objectives:

- To develop an understanding about climate change in general, responses and debates
- To create awareness about the impact of climate change on organisations in performance, growth and sustainability
- To facilitate in developing reference points to factor in aspects of climate change in organizational planning and development
- To develop an understanding of sustainable development, SDGs and their relevance for sustainability of organisations
- To comprehend the application of the Integrated Reporting Framework for Sustainability in business.

Course Outcomes

- Students will be exposed to current climate change issues, challenges and debates
- They will be sensitive to its implications for organisations in different sectors
- The course will equip the students of Management to develop strategies for perspective planning of organisations
- The student will develop an understanding of perspectives on SDGs, sustainability and development in the context of organisations
- Argue the business case for sustainability informed by an understanding of the impact of current global and local economic, social and environmental pressures (including pandemics)

Course Syllabus

Module 1

Basics of climate change; impacts on various sectors; responses and mitigation efforts by the state and non-state agencies; debates and critiques; Sectoral implications of climate change – Agriculture and Forestry; Transportation; Buildings; Energy; Industry and Manufacturing ; Climate change – specific impacts (Migration, Disasters and Pandemics); Mitigation and adaptation keeping the sustainability of business organisations

Module 2

Sustainable development, debates, SDGs, challenges and opportunities; The business case and leadership for action; Regulatory environment and International policy; Integrated Reporting Framework for Sustainability; Production and consumption; Design, technology,

and planning for sustainability; Communication and marketing; Collaboration and partnerships

Group Projects

- Climate change impacts on Agriculture - what is the current practice and its implications for the sector and stakeholders; enumerate policy responses; provide your own recommendations based on your understanding of issues, challenges, debates, critiques
- Marine fishing – what is the current practice and its implications for the sector and stakeholders; enumerate policy responses; provide your own recommendations based on your understanding of issues, challenges, debates, critiques
- Forest dwellers -what is the current practice and its implications for the sector and stakeholders; enumerate policy responses; provide your own recommendations based on your understanding of issues, challenges, debates, critiques
- Business organisations – MSMEs, manufacturing, service industries; application of the integrated framework for sustainability reporting
- Develop an Action Plan through a Case Study for integrating sustainability across an organisation's value chain
- Develop and apply the Integrated Reporting Framework for Sustainability through a case.

Organisation Behavior

Code:

Credits 2-0-2

Course Objectives

- To provide an overview of the field of individual, group and organizational dynamics.
- To provide one's skills to understand the relationship between these dynamics and organizational effectiveness.
- To develop ones skill to appreciate various theoretical generalizations relating to organizational behaviors in organization.
- To help students to objectively observe and analyze behavior in the organization.

- To help participants to deal with problems arising out of deficits at individual, group and organizational levels.

Course Outcomes:

- Articulate key personality traits and explain how they influence behavior in organizations.
- Describe how the needs for achievement, power, and affiliation influence an individual's behavior in the workplace.
- Explain the benefits organizations and individuals derive from working in teams.
- Explain the relationship between organizational culture and performance.

Module 1 - Introduction to OB

Introduction to OB - Conceptual Framework, OB Model, Challenges and Opportunities for OB, Managerial Implications; Personality - Determinants of Personality, Traits of Personality, Personality Attributes influencing OB; Perception and Individual Decision Making - Factors Influencing Perception, Attribution Theory, Individual Decision-making; Principles of Learning - Classical Conditioning, Operant Conditioning, Observational Learning, Cognitive Learning, Use of Reward and Punishment; Attitudes, and Values - Types of attitudes, Theories of Attitudes, Attitude Surveys, Job Satisfaction, Importance and Types of Values, Values across cultures, FIRO-B, Johari –Window, Egogram. Case: Finding and Developing Employee Talent at Deloitte.

Module 2- Motivation

Motivation – Concept, Theories of Motivation, Content Theories and Process theories, Implication of Motivational Theories on Human Behavior in Organizations, Motivation & Job Satisfaction; Leadership – Concept, Studies on Leadership, Theories on Leadership (Trait Theories, Behavioral Theories, Contingency Theories), Emerging Issues in Leadership - Charismatic Leadership, Transactional Leadership, Transformational Leadership, Servant leadership. Case: Controversial Retention Bonuses at AIG.

Module 3- Group Dynamics, Stress Management

Types of Groups, Stages of Group Development, Group Structure, Group Decision Making, Individual versus Group Decision Making, Work Teams - Difference between Groups and Teams, Types of Teams, Creating Effective Teams; Power and Political Behavior - Forms and sources of Power, Consequences of Using Power, Influence Tactics used in Organizations, Political Behavior in Organizations; Conflict and Negotiation - Nature of conflicts, Causes of Conflicts, Conflict Handling Styles, Negotiation in Conflict Management. Case: Teamwork Challenges at Stryker Corporation. Sources of Stress, Consequences of Stress, Managing Stress; Stress Management through Art of Living, Organizational Culture - Importance of Culture, Creating & Sustaining Culture, Managing Culture; Organizational Change - Forces for Change, Process of Change, Resistance to Change, Approaches to Managing Organizational Change. Case: Dealing with Stress the Genentech Way.

Module 4 :Organizational Culture and Emerging Trends

Definition, culture's functions, creating and sustaining culture, how employees learn culture, creating an ethical organizational culture, creating a Customer responsive culture, Organizational change, forces for change, resistance to change, managing, organizational change, Empowerment and quality of work life,

Suggested Readings:

1. Pareek, U.: Understanding Organizational Behaviour, 4th Edition, Oxford Higher Education.
2. Robbins, S. P. Judge, T.A. Sanghi, S. Organizational Behavior, 15th edition.. New Delhi: Pearson Education.
3. Koontz, H. & Wehrich, H. Management A Global Perspective, 11th edition, New Delhi: TMH.
4. Luthans, F. Organizational Behavior, 12th Edition, McGraw-Hill..
5. McShane, S.L.; Glinow, M.A.V. & Sharma, R.R. Organizational Behavior. 4th Ed. Tata McGraw-Hill New Delhi.

Strategy Management

Code

Credit- 2-0-2

Course Outcome

- Analyze the main structural features of an industry and develop strategies that position the firm most favourably in relation to competition and influence industry structure to enhance industry attractiveness.
- Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
- Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
- Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.
- Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all and make appropriate recommendations for acting both proactively and defensively.
- Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

Module 1: Concept of organization Strategy:

Definition, nature, scope, and importance of organization strategy, levels of strategy, process of organization strategy, strategic intent: Vision, Mission, Business definition, Goals and Objectives. Environmental Scanning – organization Flexibility & Environmental Impact. Environment Analysis – SWOT Analysis, 5C' Analysis, PESTEL Analysis, Competitive Analysis – Porter's Five Force Model, Internal Analysis – Porter's Value Chain Analysis.

Practical: 1. Case Study analysis – Apple Inc., CleanSpritz. 2. Evaluate a company of your choice in the context of Porter's Value Chain.

Module 2: Strategic Alternatives:

Organizational Level Strategies - Stability, Expansion, Retrenchment and Combination strategies. External Growth Strategy. Business Level Strategies - Porter's framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies, Benchmarking, Functional Strategies – Finance, Marketing, HR, IT & Production Strategies.

Practical: 1. Case Study analysis – Colgate Max Fresh.

Module 3: Strategic Analysis:

Three-stage framework for choosing among alternative strategies. SWOT Matrix, SPACE Matrix, BCG Matrix, IE Matrix, and QSPM. Importance of behavioral, political, ethical, and social responsibility considerations in strategy analysis and choice, Role of intuition in strategic analysis and choice, Role of organizational culture in strategic analysis and choice, Role of a board of directors in choosing among alternative strategies.

Practical: 1. Case Study analysis – Crescent Pure, McDonald's in India. 2. Evaluate any FMCG company in terms of the BCG Matrix.

Module 4: Organization Strategy Implementation:

Process, Issues and Resource allocation, Organization structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Strategy Formulation vs. Strategic Implementation, Mintzberg Model, McKinsey 7-S framework model. Strategic Evaluation and Control – Overview, Criteria & Process of Strategic evaluation, Strategic Evaluation Assessment Matrix. Requirements of Effective Evaluation, Strategic Control – Meaning, Types, Techniques of Strategic Evaluation & Control, Strategic Control vs Operational Control, Balance Scorecard approach to Strategy

Case Study analysis – Mountain Man Brewing Co.

Conduct a Strategic Audit for any company of your choice.

Suggested Readings

1. David, Fred R. (2015). Strategic Management- Concepts and Cases, Pearson Education, 10th Edition.
2. Kazmi, Azhar (2009). Business Policy and Strategic Management, Tata Hill, 2nd Edition McGraw.
3. G Hamel & C K Prahalad (2002). Competing for the Future, Tata McGraw Hill Publishing Co. Ltd.
4. Cherunilam, F. (2016). Strategic Management, Himalaya Publishing House.

Human Resource Management and Organisation Development

Code-

Credit- 2-0-2

Learning Objective:

- Describe the strategic importance of human resource management (HRM) activities performed in organizations and describe the critical linkages that exist between strategic planning and human resources planning.
- Describe the recruiting process and how to use selection tools such as interviews and biodata more effectively.
- Explain the role a performance analysis can play in identifying employees' needs for training.
- Understand the effective ways of dealing with problems in discipline, grievance, labor relations, and compensation administration.

Module 1: - Introduction to HRM

Introduction to HRM, Nature, Scope and Functions of HRM, Role of HR Managers in organizations; Job Analysis: Job Analysis: Concept, Process & Methods, Competency based job analysis, Job Description & Job Specification, Human Resource Planning: HRP: Concept, Process & Significance, HRP issues, Forecasting Labor demand: Quantitative & qualitative methods, Forecasting Labor supply: Internal & External. Practical: Projecting the HR requirements of any firm.

Module 2: - Recruitment and Selection Recruitment:

Conceptual framework and important issues, Types & methods: Internal & external, Employee referrals, Evaluating recruitment effectiveness, Dejobbing, Recruiting Diverse Workforce; Selection: Concept and important issues, Role of HR and line managers in selection, Selection Process, Selection Methods & testing, Assessment centers, Interview: Process & Types, Interviewing flaws, Conducting effective interviews; Organizational Exit: Reasons and strategic issues, Layoffs and strategies to avoid layoffs, Exit interview, Retention: Importance & strategies for retention. Practical: Developing the recruitment policy for organisations.

Module 3: Performance Appraisal and Training Performance Appraisal

Steps in appraising performance, Approaches and Methods of performance appraisal, 360 Degree Appraisal, Obstacles in appraisal, Result oriented appraisal, Performance Appraisal interview, Potential Appraisal; Training and Development: Orientation, Training : Concept and process, Methods of training, Training delivery systems, Evaluation of training, Training in various Indian Companies, Development : Concept and approaches. Practical: Develop the appraisal tool for different organisations.

Module 4: Introduction to Organisation Development:

Concepts, Nature and Scope of O.D, Historical Perspective of O.D, Underlying Assumptions & Values Theory and Practice on change and changing, The Nature of Planned Change, The Nature of Client Systems : Group Dynamics, Intergroup, Dynamics and Organisations as Systems.

Unit 5: O.D. Interventions:

Team Interventions, Inter-group Interventions, Personal, Interpersonal and group process interventions, Comprehensive interventions, Structural Interventions.

Unit 6: Implementation and assessment of O.D:

Implementation conditions for failure and success in O.D efforts, Assessment of O.D. and change in organisational performance, The impact of O.D. Some key considerations and Issues in O.D: Issues in consultant, Client relationship, Mechanistic & Organic systems and contingency approach, The future of O.D, Some Indian experiences in O.D

Suggested Readings:

1. K Ashwathappa, Human Resource and Personnel Management, Tata McGraw Hill, New Delhi, 8th edition.
2. Gary Dessler, Human Resource Management, Pearson Education, 15th Edition.
3. Jyothi & Venkatesh, Human Resource Management, Oxford University Press, 2nd Edition.
4. Robert L. Mathis & John H. Jackson Human Resource Management, Thompson South Western, 12th Edition.
5. Wayne F. Cascio, Managing Human Resources, Tata McGraw Hill, New Delhi, 11th Edition.

Public Policy: Design, Analysis and Implementation

Code-

Credit- 1-0-2

Learning Objective:

- Assimilate skills of policy analysis.
- Designing advocacy campaigns.
- Design policy and implementation.
- Critically review the impact of policies.

Module 1: Introduction to Public Policy

WH Questions on Public Policy; Emergence of Public Policy as an academic and professional discipline; Types and Theories of Public Policy; Policy Cycle; Public Policy, Law and Good Governance

Module 2: Policy Design Problem

Identification, Policy Need Analysis, Agenda Setting; Policy Tools, Goals, Policy Alternatives, Customization, Institutionalization; New Policy Design, Evidence Based Policy Making, Stakeholder Engagement; Policy Modeling, Learning from Best Practices

Module 3: Policy Implementation, Analysis and Review

Policy Implementation: Bill, Law, Schemes & Regulatory Compliance; Fixing Responsibility and Target: Incentives and Disincentives; Policy Convergence, Governance and

Communication; Policy Sustainability (How stakeholders can own a Policy), Different Approaches to Policy Analysis; Institutional Analysis, Beneficiary Analysis, Impact Analysis; Monitoring and Evaluation; Policy Modeling- Developing Best Practices

Module 4: Social development and Public Policy;

Government and social development Entrepreneurship & Ease of Doing Business; Industrial Policies, Welfare Schemes & Regulatory Bodies; Public Private Partnerships (PPP); Lobbying and Advocacy Strategies for Policy Change and Effectiveness

Practical Policy Skill Component 20 Hours through Workshops Policy Analysis Skills, Public Policy Advocacy, Community Engagement in Public Policy, Monitoring and Evaluation and Policy Publications

Practical Academic Skills (Embedded to each Unit) Reading, Writing, Listening and Speaking Skills on IELTS (Academic) Model, Writing for Public Platforms, Public Speaking, Presentations in Seminars and ToT

Reading List

- 1.Chakrabarti, Rajesh and Sanyal, Kaushiki (2016) Public Policy in India, Oxford University Press.
- 2.Lawrence, Anne and Weber, James (2017), Business and Society: Stakeholders, Ethics, Public Policy, McGraw Hill.
- 3.Moran, Michael et al (Eds. 2018 pbk) The Oxford Handbook of Public Policy, Oxford University Press.
- 4.Narain, Vishal (2018) Public Policy: A View from the South, Cambridge University Press.