

**INSTITUTE OF COOPERATIVE MANAGEMENT
BHUBANESWAR**

DIPLOMA IN RURAL MANAGEMENT

SYLLABUS

FIRST SEMESTER

I. COOPERATIVE MANAGEMENT AND ADMINISTRATION (30 Sessions)

Objectives: The objective of this course is to provide knowledge to students on Cooperative Movement, Cooperative laws and management of Cooperatives.

		Sessions
Module –1	Cooperative form of organization – A Historical Perspective organization building in Cooperatives – a Frame work, Cooperative Identity and value – Cooperative Development in Five Year Plans – An overview – Recommendations of different Committees on Cooperative Development – Role of I.C.A. – NCUI - & State Cooperative Unions in Cooperative Development.	8
Module – 2	Organization and Development of Primary, Central, Apex and National level Cooperatives – Cooperative Credit – Marketing, Processing and Producers Societies – Competitive environment for Cooperatives – Role of Leadership in Cooperative Development.	7
Module – 3	Institutions supporting Cooperative Development – NABARD – NDDDB – NCDC – National Agriculture Bank for Rural Development Liberalized – Economy and Cooperation – Cooperatives and I.T.	7
Module – 4	Cooperatives Legislation – registration of Societies and their Management – Audit, Enquiry, Inspection and Execution of Decisions, Settlement of Disputes – Winding up and Cancellation of Registration – Offence and Penalties.	8

Suggested Readings:

- 1) G.S.Kamat New Dimensions of Coop. Management
- 2) S.Sundaranjan Dimensions of Coop. Management
- 3) S.Nakkiran Cooperative Management
- 4) S.S. Chandra Sekhar Math &
Dr. O.R. Krishnaswami: Cooperative ideology and Movement –
The Roots, The Trunk & The Twigs

II. RURAL SOCIETY AND POLICY (30 Sessions)

Objectives: To make students acquainted with rural society and policies laid down by Govt. for rural society.

		Sessions
Module –1	<p>Rural Society</p> <p>Meaning, Evolution, Structure and Functioning of Rural Society – Dynamics of Rural Society – Rural Economics and Rural Development.</p>	8
Module – 2	<p>Govt. Policies</p> <p>Rural Development Policies of Govt. – Green Revolution – Panchayatiraj, DRDA, ITDA & Other Development Agencies – Rural Development Schemes and Achievement.</p>	8
Module – 3	<p>Projects & Issues behind These</p> <p>Development Projects, Issues, Processes and Problems of Social Changes – Case Studies and solutions – Narmada Bachao Andolon - Solutions</p>	6
Module – 4	<p>Rural Managers in Changing Situation</p> <p>Cultural Perceptions with different Regions and Sections of Society – Rural India is one – Various Issues in rural India and Organizations Involved in Redressing these – Role of NGOs, Development Projects – Role of Rural Managers functioning in Rural Areas.</p>	8

Suggested Reading:

- 1) Arora, R.C. Integrated Rural Development
- 2) Hiramani, A.B. Social Change in Rural India
- 3) Singh, T. Towards an Integrated Society: Reflections, Planning, Social Policy and Rural Institutions.

III. AGRI – BUSINESS MANAGEMENT (30 Sessions)

Objectives: This is a course on agri-business specialization. The objective of the course is to enable the students to understand the prospects, development and the issues involved in different types of agriculture related business.

		Sessions
<u>Module - 1</u>	Agri-business concepts – Agriculture as business – Nature and scope of agri-business – different kinds of agri-business – Status, Present role and future prospects of agri-business – Forms of agri-business organization – Their advantages and disadvantages.	8
<u>Module-2</u>	Agri-business management – Analysis of risks and opportunities – Development in Agricultural Business – Different issues in Agri-business Management	6
<u>Module-3</u>	Post harvest processing – Demand forecasting for new product – New product development – Marketing of processed products – Incentives provided by Govt. Scheme.	8
<u>Module-4</u>	Agri-Business Consultancy – Insurance for risk management – Export of Agricultural products – Export procedures – WTO agreement and Agriculture.	8

Suggested Reading:

- 1) Shete, N.B. Financing of Agri Business – A Technical Manual.
- 2) Blierlein, J.G. Principles of Agri Business Management.
- 3) Newam & Wills Agri Business Management & Entrepreneurship

IV. RURAL MARKETING (30 Sessions)

Objectives: The course will help participants to understand about the major concepts and tools of marketing, environment and how savvy marketers make quick decisions, make adjustments, rapidly changing market conditions, lower costs and build relationships with special emphasis on rural marketing.

		Sessions
Module - 1	Marketing Concepts – Nature, Scope & importance of Rural Marketing – Marketing Management Process – Marketing Mix – MKIS and Marketing Research.	5
Module-2	Rural Consumer Behaviour - Factors Influencing Consumer Behaviour – Consumer Decision Making Process – Rural Market Segmentation – Targeting and Positioning	5
Module-3	Product Management - Product Mix – Product Line – Branding & Packaging decisions – New Product Development – Product Life Cycle.	5
Module-4	Price – Pricing Objectives - Pricing Method – Pricing Policies & Strategies.	5
Module-5	Place – Nature & function of Marketing Channel – Channel Design Decisions – Channel Management.	5
Module-6	Promotion – Personal Selling, Advertising, Sales Promotion & P.R.	5

Suggested Reading

1. **W. J. Stanton** Fundamental of Marketing
2. **S.A. Sherlekar** Marketing Management
3. **Phillip Kotler** Principles of Marketing
4. **Rajan Saxena** Marketing Management

V. RURAL BANKING (15 Sessions)

Objectives: The objective of the course is to enable the students to understand Rural banking norms and procedures for future monitoring of micro level enterprises.

		Sessions
Module - 1	Rural Credit System – Role of Credit in Rural Economy – Role of Credit in Rural Economy – Role of Credit in Agriculture and Agribusiness Development – Role of CCBs/RRBs In Rural Development.	4
Module-2	Creditworthiness – Credit for Artisans – Small Businessmen and Skilled Persons – Leverages in Credit and Deposit – Expenditure Awareness.	4
Module-3	Micro Credit – Credit Institutions and their Roles and Performances Credit Disbursement through Government Schemes – Role of NABARD in Rural Banking.	4
Module-4	Credit Appraisal – Financial Norms – Project Feasibility – NPV – Payback Period – IRR and Breakeven Analysis.	3

Suggested Readings

1. T. Satpathy & R.K. Pany Rural Banking
2. M. L. Verma Rural Banking in India
3. G. Savaraiah Rural Banking India
4. C.S. Rayudu Management of Rural Banking
5. J.P. Singh Rural Banking
6. H.B. Shivamaggi Banking in Rural Development
7. S.C. Gupta Development Banking for Rural Development.

SECOND SEMESTER

I. HRM IN RURAL SECTOR (30 Sessions)

Objectives: The objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the various policies and practices of human resource management.

		Sessions
Module - 1	Introduction to Human Resource Management: Concept, Nature and Scope of Human Resource Management – Growth and Development of Human Resource Management in India.	4
Module-2	<u>Creating the Human Resource Base</u> Human Resource Planning – Concepts & Objectives, Job Analysis, Recruitment, Selection – Procedure, Tests and Interviews, Introduction, Promotion – Bases of Promotion, Transfer – Types of Transfer, Separations.	8
Module-3	Developing Human Resources: Training in Organization – Its Objectives, Process, Types of Training Programmes, On – The – Job and Off – The – Job, Identification of Training Programmes – Evaluation of Training Programmes.	6
Module-4	<u>Monitoring and Evaluation</u> Performance Appraisal – Its Objectives Uses, Methods, Traditional vs. Modern Methods – Management by Objectives (MBO), TQM, Kaizen, JIT and QC.	8
Module-5	<u>Industrial Relation</u> Disciplinary Action – Trade Union – Industrial Relation – Labour Dispute Legal Aspects of Employer – Employee Relationship.	4

Suggested Reading

- | | | |
|----|--------------------------------|--|
| 1. | K. Aswathappa | Human Resources & Personnel Management |
| 2. | E.B. Flippo | Personnel Management |
| 3. | C.B. Mamoria | Personnel Management |
| 4. | A. Monappa &
M.S. Saiyuddin | Personnel Management |
| 5. | K.K. Ahuja | Human Resources Management |
| 6. | B.Pattanayak | Human Resources Management |

II. MANAGEMENT ACCOUNTING (30 Sessions)

Objectives: The purpose of this course is to acquaint the students with the broad framework of managerial accounting in a business unit.

		Sessions
Module - 1	Business and the Concept of Profit: Profit Objective of Business – Recognition of Cost, Break-even Revenue and Profit – Understanding the Characteristics of Transactions – Profit Loss Account and Balance Sheet – Books of Accounts, Journals and Ledgers – Accounting – Principles and standards – Users of Accounting Information.	10
Module-2	Accounting Relating to issue of Shares, Debentures etc. – Sources of Capital – Types of Share Capital – Accounting for Allotment of Shares – Forfeiture of Shares – Issue of Debentures.	5
Module-3	Special Topics: Depreciation Accounting – Inventory Accounting – Working Capital Estimation using Balance Sheet and Profit Loss Account – Corporate Reporting Practices – Computerized Accounting System.	7
Module-4	Preparation of Financial Statements Funds Flow and Cash Flow Statements – Understanding Financial Health through Ratio Analysis.	8

Suggested Readings

1. **Bttacharya and Darden, J.** Accounting for Management: Text and Cases, Vikas Publications.
2. **Anthony, R.N. and ece, J.S.** Accounting Principle Homewood Illinoise, Richard D. Irwin.
3. **Maheswari, S.N.** Principle of Management Accounting, Sultan Chand
4. **Sharma and Gupta** Management Accounting, Kalyani Publisher
5. **M.Y. Khan & P.K. Jain** Management Accounting
6. **N.L. Hingorani** Management Accounting

III. MIS & COMPUTER APPLICATION (30 Sessions)

Objectives: The objective of the course is to familiar with Computer Fundamental Programming Language.

		Sessions
Module - 1	MIS Concepts – Data – Information – Information System (IS) – Types of IS.	2
Module - 2	Planning for MIS	2
Module - 3	Designing MIS – Acquiring computer hardware and software.	1
Module - 4	<u>Introduction to Computer</u> Evolution of Computers – Processor Families – Intel, Motrola, AMD Series, Basic Concept of Computer Organizations, CPU, Memory, RAM, ROM, I/O Units such as Hard Disk, Floppy Disk, CD ROM/Writer, Scanner, Printers, Keyboards, Power supplies etc.	3
Module-5	<u>Number Representation in Computers</u> Binary Representation of Numbers, Integers, Floating Point Numbers Negative Number Representation – Arithmetic Operations – Addition, Subtraction, Multiplication, Division – Overflow and Underflow Exceptions	2
Module-6	Introduction to Programming and Programming Languages Evolution of Programming Languages – Flow Charts – Structured Programming – The Compilation Process – Object Code – Source Code Executable Code – Operating System Interpretators – Linkers – Loaders etc.	2
Module-7	Concept of database – Organising and designing database – Modern data representation concepts – Data mining – data warehousing.	7

Module - 8	System Implementation – Post Implementation review – System Audit – Maintenance.	8
Module –9	MIS in Rural Development	3

Suggested Reading

- | | | |
|----|--------------------|--|
| 1. | J.O'Brien | Management Information System |
| 2. | J.Kanter | Management Information System |
| 3. | D.H.Sanders | Computers Today |
| 4. | Raja Raman | Fundamental of Computer |
| 5. | V.K.Kapoor | Information Systems and Data
Processing |
| 6. | C. Xavier | Introduction to Computer |
| 4. | P.K. Sinha | Computer Fundamentals |

IV. BEHAVIOURAL DYNAMICS & COMMUNICATION

(30 Sessions)

Objectives: The objective is to provide inputs to students to understand behavioural dynamics and to develop their personality as well as communication capability.

(A) BEHAVIOURAL DYNAMICS (20 Sessions)

		Sessions
1.	Behaviour in Organisation: <ul style="list-style-type: none">- Basic concepts, Features, Foundations, Behavioural Process- Components of Perception, Factor, Influencing perception, perception process- Altitude & Behaviour, Nature of Altitude, Altitude formation & change.-	5
2.	PERSONALITY: Concepts of personality; personality theories, Determinants of personality, personality development	5
3.	Relationship Management through Group Behaviour: <ul style="list-style-type: none">- Concept of Group Dynamics; Group Formation, Group Development Stages, Group Behaviour Mechanism – Strategies for Managing Intergroup performance – conflict Resolution – Leadership effectiveness	5
4.	Motivational Dynamics: Nature of Work Motivation – Motivational Process – Theories of Motivation – Motivation in action	5

(B) COMMUNICATION (10 Sessions)

1.	Communication & Its Importance: Concept of communication, Functions of Communication, Communication Network, Flow of Communication.	2
2.	Current Issues in Communication: Semantic Barriers, Emotional Barriers, Organizational Barriers, Personal Barriers, Gender Barriers, Electronic Communication, Cross-culture Communication.	2
3.	Business Letters – Report Writing – Communicative Grammar	2
4.	Communication skills – Body Language – Listening skills – Effective Communication Strategies	4

Suggested Readings:

- 1) Robins, S.P. Organisational Behaviour, Prentice Hall of India, New Delhi.
- 2) Prasad, L.M. Organisational Behaviour, Sultan Chand & Sons, New Delhi.
- 3) Aswathappa, K. Organisational Behaviour: Text, Cases, Games, Himalaya, Publishing House, Mumbai.
- 4) H.Pradhan, D.S. Bhende & V.Thakur Business Communication
- 5) Rai & Rai Business Communication
- 6) C.L.Bovee Business Communication Today
- 7) R.Pal & J.S.Korlahalli Essentials of Business Communication

V. MICRO FINANCE & PROJECT MANAGEMENT

(15 Sessions)

Objectives: The Objective of this course is to make an understanding of the students about financial management at micro enterprise level and effectively managing rural projects.

(A) MICRO FINANCE (10 Sessions)

		Sessions
Module –1	Micro enterprises and micro finance – Features of micro finance – SHG, Its structure and operation	3
Module – 2	SHG and Co-operative linkage – Orissa Self Help Co-operative Act. 2001- Credit assessment and micro credit facilities – Rural Banking through SHGs – Evaluation of banking system of SHGs	3
Module – 3	Mobilization of rural resources for micro finance – Finance through SC ST Finance Corporation and Backward Caste Finance Corporation – Finance through RRBs and Commercial banks	2
Module – 4	Refinance support by NABARD – Refinance criteria and related issues – Foreign capital in micro development and its implementation – Resource mobilization by NGOs – Case Studies	2

(B) PROJECT MANAGEMENT (5 Sessions)

Module –1	Rural Project Management: Salient Features – Role of Project Managers.	1
Module – 2	Project Feasibility Analysis	2
Module – 3	Project Implementation strategies	1
Module – 4	Preparation of Project Report	1

Selected Readings:

- 1) Khanka, SS Entrepreneurial Development, S.Chand & Complex, New Delhi (2003)
- 2) Desai, Vasant, Project Management, Himalaya Publishing House , Mumbai.
- 3) Chandra; Prasanna, Projects – Preparation – Appraisal, Budgetary and Implementation.
