

FACULTY OF ECONOMICS & BUSINESS

Syllabus

For

**MBA (Co-operative Management)
(Credit Based Evaluation And Grading System)**

(SEMESTER: I – II)

Session: 2019-20



GURU NANAK DEV UNIVERSITY

AMRITSAR

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MBA (Co-operative Management) Semester-I
(Credit Based Evaluation and Grading System)

Duration – 2 years

Total Credits – 100

Scheme of Course

Semester-I

| Course Code | C/E/I | Course Title | L | T | P | Total Credits | Mid Sem. Marks | End Sem. Marks | Total Marks |
|-----------------|-------|---|---|---|---|---------------|----------------|----------------|-------------|
| DCL-611 | C | Theory of Cooperation and Development | L | | | 4 | 20 | 80 | 100 |
| DCL-612 | C | Cooperative Management: Theory & Practice | L | | | 4 | 20 | 80 | 100 |
| DCL-613 | C | Legal Framework of cooperatives | L | | | 4 | 20 | 80 | 100 |
| DCL-614 | C | Cooperative Accounting | L | | | 4 | 20 | 80 | 100 |
| DCL-615 | C | Business Statistics | L | | | 4 | 20 | 80 | 100 |
| DCL-616 | C | Rural Development | L | | | 4 | 20 | 80 | 100 |
| Total Credits = | | | | | | 24 | | | |

Semester II

| Course Code | C/E/I | Course Title | L | T | P | Total Credits | Mid Sem. Marks | End Sem. Marks | Total Marks |
|-----------------|-------|---|---|---|---|---------------|----------------|----------------|-------------|
| DCL-621 | C | Marketing for Cooperatives | L | | | 4 | 20 | 80 | 100 |
| DCL-622 | C | Management of Non-Credit Cooperatives | L | | | 4 | 20 | 80 | 100 |
| DCL-623 | C | Cooperative Credit and Banking | L | | | 4 | 20 | 80 | 100 |
| DCL-624 | C | Research Methodology | L | | | 4 | 20 | 80 | 100 |
| DCL-625 | C | Human Resource Management in Cooperatives | L | | | 4 | 20 | 80 | 100 |
| DCL-626 | C | Financial Management for Cooperatives | L | | | 4 | 20 | 80 | 100 |
| | I | ID Course | L | | | 4 | | | |
| Total Credits = | | | | | | 28 | | | |

Note.

- PSL-053 ID Course Human Rights & Constitutional Duties (Compulsory Paper). Students can opt. in any Semester except Semester 1st. This ID Paper is one of the total ID Papers of this course.**

DCL–611: Theory of Cooperation and Development

Credits:4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section – A

- **Co-operation:** Meaning, definition and features of Co-operation; Nature and evolution of cooperation; Basic Values and objectives of cooperation; Principles of cooperation, Problems of cooperation.
- **Co-operation and other forms of system:** Co-operation and capitalism; Co-operation and Socialism; Horizontal and Vertical Integration in Co-operatives.
- **Cooperative Thought Process** - Pre–Rochdale Thinkers: Robert Owen, Charles Fourier - Post-Rochdale Thinkers: Raiffeisen, Dr.Warbasse, Fauquet, Charles Guide; Jawaharlal Nehru and Mahatma Gandhiji’s views on Cooperation – Statement of Cooperative Identity, 1995.

Section – B

- **Cooperative Development Models:** Voluntary Vs Imported. Compulsory Cooperation - Limited Vs. Unlimited Liability - Federal Vs. Unitary.
- **Structure** - Univalent Vs Polyvalent Cooperatives - Conventional Vs. Integrated Model - New Generation Cooperatives – Merits and demerits of various models

Section – C

- **Cooperative Development in India - Pre–Independence Period:** Brief overview of Cooperative Credit Societies Act-1904 – Cooperative Societies Act 1912- Recommendations of various Committees and Commissions for development of cooperatives: Sir Edward Maclagan Committee 1914 – Royal Commission on Agriculture 1928 - Cooperative Planning Committee 1945.
- **Cooperative Development in India - Post – Independence Period:** Recommendations of various Committees and Commissions for development of cooperatives: All India Rural Credit Survey Committee 1954 - All India Rural Credit Review Committee 1969 – CRAFTCARD1981 - Report of Task Force on Cooperative Credit (STCCS) 2004 – Report of the High Powered Committee on Cooperatives 2009 - Constitution Amendment 2011 - Problems and Challenges faced by Cooperative Sector in India.

Section – D

- **Cooperative Development Abroad:** Working profile of Consumers. Cooperatives in Sweden and U.K - Cooperative Banking in Germany & Italy - Milk Producers Cooperatives in Denmark - Cooperative Farming Societies in Israel - Reasons for their success in their performance and contribution to their national economy.

Suggested Readings:

1. Dubhashi, P.R (1970), Principles and Philosophy of Cooperation, VAMNICOM, Pune.
2. Government of India (2009), Report of the High Powered Committee on Cooperatives.
3. Hajela T.N (2000), Principles, Problems and Practices of Cooperation, Konark Publishers, New Delhi.
4. Ian Mac Pherson (1995), Cooperative Principles for the 21st Century, ICA, Geneva.
5. Krishnasamy O.R and Kulandaiswamy, V (2000), Cooperation: Concept and Theory, Arudra Academy, Coimbatore.
6. Krishnasamy O.R. (1985), Fundamentals of Cooperation, S.Chand & Co., New Delhi.
7. Mathur B.S. (2000), Cooperation in India, Sahitya Bhavan Publishers, Agra.
8. Paul Lambert (1969), Studies in Social Philosophy of Cooperation, Cooperative Union Ltd., Manchester.
9. Plunkett Foundation (1996), The World of Cooperative Enterprises

DCL–612: Cooperative Management : Theory and Practice

Credits:4-0-0
Total Marks: 100
Mid Semester Marks: 20
End Semester Marks: 80
Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section – A

- **Management** – Definition; Features of Management; Evolution of Management Thought ; Principles of Management; Management – A science or an Art; Management as a Profession;
- **Co-operative Management** - Unique features of Co-operative Management; Integrating the principles of Co-operation and principles of Management; The need for modern management to cooperatives; factors for success of cooperative management; precautions in applying the principles of management to cooperatives; special goals of cooperative management.

Section – B

- **Planning** - Meaning, importance of planning; advantages of planning; elements of planning; levels of planning; requirements of effective planning; limitations; planning in cooperatives; content of planning in cooperatives; planning process of cooperatives; the challenge of planning in cooperatives; Setting Objectives and Management by Objectives.
- **Organizing:** Definition; basic factors in organizing; importance of organization; Organizational structure of a co-operative; organizing function in cooperatives; Formal and informal organization, Span of Management, Authority, Delegation & Decentralization, Types of Organization Structure.

Section – C

- **Staffing** – Definition; principles of staffing; process of staffing; management development in cooperatives; staffing in cooperatives; common cadre in cooperatives – introduction; advantages of management cadres and limitations.
- **Directions** – elements of direction; techniques of direction; importance of direction; supervision; purpose of supervision; principles of supervision; qualities of supervision; supervision in cooperatives.
- **Leadership** – definition; goals of leadership; characteristics of leadership; functions of a leader; theories of leadership; importance of leadership; leadership in cooperatives; need for leadership in cooperative management; functions of cooperative leadership.

Section – D

- **Motivation** - Concept; Benefit of Motivation; Motivation Theories; motivators; Motivation in cooperatives.
- **Communication** - Concept, Formal and Informal communication; Barriers to effective; communication, overcoming the barriers.
- **Controlling** - Concept, Functions of Control; Types of control; steps in control Process; features of good control; Limitations; Introduction to major Techniques of Control.

Suggested Readings:

1. Dwivedi RC: Democracy in Cooperative Movement - An Indian Profile
2. Hajela TN: Principles, Problems and Practice of Cooperation
3. Kamat GS: New Dimensions of Cooperative Management
4. Nakkiran S: Cooperative Management - Principles and Techniques
5. Sah AK: Professional Management for Cooperative

DCL–613: Legal Framework of Cooperatives

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

| |
|---|
| Section – A |
| Cooperative Legislation: Need for Legal Frame Work for Cooperatives-History of Cooperative Legislation in India- Cooperative Credit Societies Act of 1904- Cooperative Societies Act of 1912 |
| Section – B |
| Model Cooperative Societies Bill 1957 – Model Cooperative Societies Act 1991-Features of Self Reliant Cooperatives Societies Act 1995 –Multiunit Cooperative Societies Act 2002 |
| Section – C |
| Punjab Cooperative Societies Act 1961 and Rules 1963: Registration of Cooperative Societies. Members of Cooperative Societies and their rights and liabilities. Management of cooperative societies: Meetings and removal. Privileges of cooperative societies. The Regulatory Provisions Relating to Cooperatives – Audit, Inquiry, Inspection, Surcharge. Offences and Penalties. Settlement of Disputes. Winding up of cooperatives |
| Section – D |
| Indian Contract Act, 1872: Essentials of a valid contract, Offer and Acceptance, Consideration, Performance of a contract. Companies Act, 2013: Nature and types of Companies, Formation. Memorandum of Association and Articles of Association. Meetings. Consumer Protection Act, 1986. |

Suggested Readings:

1. G.R.Madan: Cooperative Movement in India
2. Goel B.B: Cooperative Legislation, Trends and Dimensions
3. Nainta Rispal: Cooperative Legislation
4. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, New Delhi.
5. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw-Hill, New Delhi
6. Ashok K, Bagrial, “*Company Law*”, Vikas Publications.
7. N.D.Kapoor, “*Company Law*”, Sultan Chand & Sons, New Delhi

DCL–614: Cooperative Accounting

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section – A

Accounting Principles And Concepts Meaning and Scope of Accounting – Definition of Accounting – Steps of Accounting - Functions of Accounting - Objectives of Accounting – Book Keeping – Limitations of Accounting; Branches of Accounting; Accounting Principles – Accounting Concepts and Accounting Conventions

Accounting Equation- Meaning and Procedure of Developing Accounting Equation

Double Entry System Of Accounting : Meaning – System of Accounting – Cash System – Mercantile System –Single Entry System – Cooperative System – Double Entry System – Advantages ; Types of Accounts – Personal Accounts – Real Accounts – Nominal Accounts; Accounting Rules – Debit Aspect – Credit Aspect

Introduction To Books And Records– Journal – Meaning - Specimen ruling of Journal – Preparation of Journal – Types of Journal – General Journal – Special Journals – Sales Book – Purchase Book – Sales Returns Book – Purchase Returns Book – Bills Receivable Book – Bills Payable Book – Cash Book – Types of Cash Book – Preparation of Cash Book – Petty Cash Book – Preparation of Petty Cash Book

Section – B

Ledger – Meaning – Posting of Journal to Ledger – Balancing of Ledger – Difference between Journal and Ledger – Preparation of Ledger.

Trial Balance– Meaning - Objectives – Errors not disclosed by Trial Balance – Classification of Errors – Errors Disclosed by Omission – Errors of Commission – Errors of Principles Compensating Errors – Errors Disclosed by Trial Balance – Locating Errors – Suspense Account.

Rectification Of Errors: Suspense Account- Effect of errors on Profits

Section – C

Final Accounts: Meaning –Trading, Profit and Loss Account and Balance Sheet – Meaning – Purpose – Specimen Format – Preparation of Final Accounts (Trading Account, Profit& Loss account, Balance Sheet), Final Accounts without adjustments)

Preparation of Final Accounts with Adjustments (Closing Stock, Outstanding Expenses, Accrued Income, Prepaid Income and Expenses, Depreciation, Bad Debts and Provision for Doubtful Debts, Discount on Debtors, Creditors and Reserves etc.)

Section – D**Introduction To Accounting Standards**

Capital And Revenue Items: Capital and Revenue Expenditure – Capital and Revenue Receipts: Meaning and Differences - Differed Revenue Expenditure

Depreciation: Introduction – Meaning and Definition of Depreciation, Depletion and Amortization – Purpose – Factors affecting Depreciation – Methods of charging Depreciation – Straight Line Method – Written Down Value Method .

Accounting For Non-Profit Organizations: Non-profit entities, Receipts and payment Account, Income and Expenditure Account, Balance Sheet.

Special Features of Maintenance of Accounts of different Categories of Cooperatives – Credit – Non-Credit at primary, Central and Apex Level and Special Type of Cooperatives – Books and Registers required to be maintained – Inspection by various Agencies/Financial Institutions – RBI, NABARD, etc.

Suggested Readings:

- (1) Accountancy by Shukla - Grewal
- (2) Management Accounts - Khan and Jam, Tata McGraw Hills
- (3) Principles and practice of cost 3ccounting - N.K. Orasd. Book syndicate Pvt Ltd., Calcutta
- (4) How to read balance sheet ? ILO
- (5) Lectures on costing by Swaminathan
- (6) Auditing by B.N. Tondon (Sultan, Hand publication
- (7) Accenting by RL. Gupta
- (8) Management accountancy by. Maheshwan.

DCL-615: Business Statistics

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section-A

Statistics : Definition Function, Application and Limitation of Statistics.

Probability Theory: Probability – Classical, Relative and Subjective Probability; Addition and Multiplication Probability Models;

Probability Distributions: Binomial, Poisson, and Normal Distributions; Characteristics and Applications

Section-B

Introduction to SPSS: Data Entry: Editing, Select Cases, Missing Values, Outlier Detection Data Cleaning: Transformation, Logarithmic, Reciprocals, Standardization and Normality, Formulation of Hypothesis: Types- Null and Alternative Hypothesis, Type I and Type II Errors; One tail and two tail tests; Parametric Vs Non Parametric Tests.

Section-C

Parametric Tests: Assumptions

Testing of Hypothesis: One sample Test, Two samples independent T- Test, Paired sample T- Test,

Section-D

ANOVA Test: One –Way and Two –way, Post hoc Tests

Non Parametric Tests: Chi square test of goodness of fit and Association of attributes.

Suggested Readings:

1. Naval Bajpai, “Business Statistics”, Pearson Education.
2. Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, “Statistics for Management”, Pearson Education.
3. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, “Statistics for Business and Economics.
4. J. K. Sharma, “Business Statistics”, Pearson Education.
5. Paul Newbold, William L. Carlson and Betty Thorne, “Statistics for Business and Economics”, Pearson Education.
6. McClave, J. T.; Benson, P.G. and Sincich, T., “Statistics for Business & Economics”, 11th edition (2011), Pearson.
7. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.

DCL-616: Rural Development**Credits:4-0-0****Total Marks: 100****Mid Semester Marks: 20****End Semester Marks: 80****Mid Semester Examination: 20% weightage****End Semester Examination: 80% weightage****Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section – A

- **Concept and significance of Rural Development** – Philosophical and Sociological aspects of RD - Approaches to Rural Development in India – Various Rural Development Programmes.
- **Measures of Development:** Measures of Level of Rural Development, Income Distribution, Development Simplified, Concepts and Measures of Rural Poverty.
- **Paradigm of Rural Development:** The modernization theory, the dependency theory of the Marxist school, The Gandhian Model of Rural Development, Development Theories from other social sciences and their relevance.

Section – B

- **Determinants of Rural Development:** Changes in Output, Natural Resources, Human Resources, Capital, Technology, Organizational and Institutional Framework, Relation between Rural Development and Its Determinants.
- **Strategies for Sustainable Development:** The concepts of sustainability and sustainable development, some indicators of non-sustainable development, a critical review of India's strategies of rural development, some elements of a new strategy for sustainable development.
- **Planning for Rural Development:** Levels and Functions of Planning, Decentralization of Planning, Methodology of Micro level Planning, Methodology for Block and District Level Planning.

Section – C

- **Organizing for Rural Development:** Organizational Models, the search for a new paradigm, criteria for designing an appropriate organization, Government Organizations, Panchayati Raj Institutions (PRIs), Cooperatives, Voluntary Agencies/Non-Governmental Organizations, Corporations and Rural Development.
- **Financing Rural Development:** Domestic Institutional Sources, the role of non – institutional agencies, deficit financing or controlled inflation, foreign sources of funds.

Section – D

- **Implementation, Monitoring and Evaluation:** Project Implementation, Project Control, Integration and Coordination, People's Participation in Implementation, Project Monitoring, Project Evaluation.
- **Poverty and Unemployment Eradication Programmes:** Current Poverty Scenario and Trends, Rural Employment Scenario, Poverty and Unemployment Alleviation Programmes, Social Welfare – oriented programmes (SWOP)
- **Natural Resources and Infrastructure Development Programmes:** Natural Resources based Programmes, National Agriculture Insurance Scheme (NAIS), Infrastructure Development Programmes.

Suggested Readings:

1. Rural Development, Katar Singh, Sage Publications.
2. Rural Transformation - Infrastructure and Micro Finance, Bhargava and Deepak Kumar, ICFAI University Press.
3. Agriculture and Rural Development in India, Smita Patel, Paradise Publishers.
Rural Development: Concept, Approach and Strategy - B. K. Prasad

DCL-621: Marketing for Cooperatives**Credits:4-0-0****Total Marks: 100****Mid Semester Marks: 20****End Semester Marks: 80****Mid Semester Examination: 20% weightage****End Semester Examination: 80% weightage****Instructions for the Paper Setters:**

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section – A

- **Introduction to Marketing:** Definition & Functions of Marketing; Scope of Marketing, Core concepts of marketing; Company Orientation towards Market Place.
- **Marketing Environment:** Need for analyzing the Marketing Environment; Analyzing the Economic, Socio-cultural, Demographic, Political-Legal-Regulatory, Technical, Environmental environments.
- **Creating Customer Value,** Satisfaction and Loyalty, Maximizing Customer Lifetime Value (CLV), Cultivating Customer Relationships.
- **Analyzing Consumer Markets:** Factors influencing Consumer Behavior, The Buying Decision Process: The Five Stage Model, Other Theories of Consumer Decision Making.

Section – B

- **Segmentation, Target Marketing & Positioning:** Definition and Need for segmentation, Benefits of segmentation to marketers, Bases for market segmentation of consumer goods & industrial goods, Criteria for effective segmentation; Levels of Market Segmentation: Segment Marketing, Niche Marketing, Local Marketing, Mass Marketing; Target Market : Concept of Target Market and criteria for selection of target market ; Positioning: Concept of Differentiation & Positioning, Introduction to the concepts of Value Proposition & USP.
- **Product :** Meaning of product, Goods & Services Continuum, Classification of consumer products – Convenience, Shopping, Specialty, Unsought, classification of industrial products – material & parts, capital items, supplies & services; Product Levels: The customer value hierarchy ; Product Mix: Width, Depth, Consistency & Product line; Differentiation, Product Packaging, Labeling, Warranties and Guarantees.

Section – C

- **New Product Development & Product Life Cycle:** Need for new product development, New Product Development Process; Concept & characteristics of Product Life Cycle, Relevance of PLC, Types of PLC and Strategies across stages of the PLC.
- **Pricing :** Meaning, Importance and Factors influencing pricing decisions; Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors' pricing, Selecting pricing method, Selecting final price; Price Change: Initiating & responding to price changes.

Section – D

- **Place:** The Role of Marketing Channels: Channel functions & flows, channel levels; Channel Design Decisions: Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives.
- **Promotion:** The role of marketing communications in marketing effort; Communication Mix Elements: Introduction to Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Concept of Integrated Marketing Communications (IMC); Deciding Marketing Communications Mix: Factors in setting marketing communication mix, measuring communication results.
- **Rural Marketing Opportunities:** What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing Management: South Asian Perspective. 13th Edition. Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th Edition.
4. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.
5. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson Education.
6. Rural Marketing – Concept and Practices, Dogra and Ghuman, Tata McGraw-Hill.

DCL-622: Management of Non-Credit Cooperatives

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section-A

Classification of Cooperative Societies - Agricultural Marketing Cooperative Societies - Non-Agricultural Cooperative Societies - Agricultural Credit - Agricultural Non-Credit.

Agricultural Non-Credit Societies:

Cooperative Marketing-Role of Cooperative Marketing Institutions in Agricultural Production-Essential Prerequisites for organisation of successful Marketing Institutions - Structure of Cooperative Marketing Societies. Primary Marketing Societies, Product Marketing Societies like Jute, Mango, Coconut, Grape etc., Regional Level Marketing societies- Apex level marketing Societies - Membership, Constitution, Organization, Function and Working of Cooperative Marketing Societies.

Regulated Market –Place in Agricultural Marketing- Storage and Warehousing-Warehousing Pledge Loans-Warehouse Receipts-Role of Warehousing Development and Regulation Authority (WDRA), New Delhi.

Sources of Finance - NCDC - Pattern of Assistance - Block Capital, Working Capital, Office and Godown - Managerial and other Assistance from Government and Other Sources.

Section-B

Cooperative Processing: Types of Processing Cooperatives and their Importance in Agricultural Production - Sugar Factories - Spinning Mills.

Cooperative Farming: Need for Cooperative Farming- Features, Types of Cooperative Farming- problems and prospects.

Consumer Cooperatives: Constitution and Management - Essential Conditions of Success - Importance and Advantages. Structure of Consumer Cooperatives - Primary – District - State and National Federations - Constitution and Working-Procurement Policy with Marketing Societies-Margin Fixation-Flexibility in Pricing-Disposal of old goods. Self Service Cooperative Supermarket. Public Distribution System-Cost consciousness.

Section-C

Industrial Cooperatives: Industrial Cooperative Societies - Tea Factories – Handloom / Silk Weavers - Cottage and Small Scale Industries - Constitution, Function and Working. Pattern of Financial Assistance – Industrial Cooperative Banks Status.

Dairy Cooperatives: Significance of Milk Cooperatives in the Socio Economic Development of Farmers – Anand Pattern.

Primary Milk Producers' Cooperatives, District Milk Unions, State and National Dairy Cooperative Federation.

Role of National Dairy Development Board in Dairy Cooperatives

Other Types of Cooperatives: Labour Contract and Construction Societies; Forest Cooperatives; Fishery Cooperatives; Housing Cooperatives; Input Cooperatives; Other special types of cooperatives; Farmers Producers Organization.

Section-D

Fertilizer Cooperatives – Multi State Cooperatives in Fertilizer - IFFCO & KRIBHCO.

Service Cooperatives : Hotel cooperatives; Educational cooperatives – technical institutions – ITI, engineering, polytechnic, Management; Educational cooperatives non-technical; Tourism cooperative; Transport cooperatives

Marketing Institutions – Development Initiatives.

Suggested Readings:

1. India's Rural Cooperative- Gursharan Singh Kainth
2. Credit Cooperatives in India: Past, Present and Future- BiswaSwarupMisra
3. Structure, Management and Impact of Non-agriculture Cooperatives- Mrutyunjay Sarangi and R Selvaraju

DCL-623: Cooperative Credit and Banking

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Meaning of Credit -Need for Production and Development Credit. Importance of Agricultural Credit and its Characteristics. Types of Credit :Short- Term, Medium and Long Term Credit. Need for the Institutional Credit for Agricultural and Rural Development.

Structure of Credit Cooperatives -Federal/Unitary and Mixed Type. Need for the Integration of Short Term, Medium Term and Medium Term Credit Structure (Single Window)

Classification of Credit Cooperatives: Agricultural Credit Cooperatives PACS,FSS,LAMPS, DCC and State Cooperative Banks.

Non-Agricultural Credit Cooperatives -

Urban Cooperative Banks, Cooperative Credit

Societies/ Banks, Industrial Cooperative Banks and other Non-Agricultural Credit Societies.

SECTION-B

Seasonalities in lending, Scale of Finance. Minimum Involvement and Non Overdue cover. Disbursement of Loan, Supervision and Recovery of Loan, Latest Progress. Problems and Remedies to overcome them.

Cooperative Agriculture and Rural Development Banks: Functions, management and working, problems of long-term lending cooperatives and remedial measures.

Priority Sector Lending.

Role of NABARD in Agricultural Refinancing Assistance to Agricultural Credit Cooperatives - Procedure and Norms of NABARD for the issue of Refinance to Cooperatives .

Financial Inclusion – Microfinance – Promotion of SHGs, JLGs .

Urban Co-operative Organisation, Objectives, Functions and Working. Industrial Cooperative Banks. Role of RBI in the development of Urban Cooperative Banks.

SECTION-C

Meaning and Definition of Bank, Banker and Banking, Functions of Banks. Banker Customer Relationship. Productivity in Banks - *Social* Aspect of Banking -Concept of Development Banking.

Banking Operations - Mobilisation of resources -Acceptance of various Types of Deposits Procedure for opening and operation of

various Types of Accounts and Various Types of Customers

Documentation for Various Loans.

Management of Funds in Banks (Cost of yield on Assets, Cost of Management, Risk Cost, Miscellaneous Income, Average Working Fund, Gross Margin, Net Margin, Average Cost of Deposit), Break Even Point- Prime Lending Rate-Principles of Good Lending and Investment, Profit Planning Consortium Schemes, Merchant Banking.

Management of Overdues: Causes for Overdues and Remedies - Recovery ethics/Important Recommendations of Dates Committee on Overdues. Non-performing Assets -Assets Classification, Income Recognition and Provisioning Norms, Capital Adequacy Norms.

SECTION-D

Important provisions of Negotiable Instrument Act 1881.

B.R. Act 1949 (as applicable to Cooperative Societies, 1966) –Regulatory issue , Importance Of KYC, prevention of Anti Money Laundering ACT, BASEL Norms I,II,III

Banking Services – ATM, Credit Cards, Debit Cards, Collection, Remittance, Agency Services, Administrative Services, Trusteeship *Clearing* House - (RTGS) Real Time Gross Settlement

(NEFT)

National Electronic Fund Transfer –ECS – Debit and Credit –
Cheque Truncation- IFSC Code. National Payment Corporation of India (NPCI).

Suggested Readings

1. Cooperative Banking In India by Nakkiran.Rainbow Publishers.
2. Banking Regulation And Legal aspects by Dr.E.B Khedkar and Dr. D.B.Bharti. Himalaya Publishers.
3. Banking Theory and Practice by DharamRaj. Scitech Publishers.
4. Cooperative Banking by P.R.Kulkarni

DCL-624: Research Methodology

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section A

- **Research Methodology:** Introduction, Definition, Scope, Basic and Applied Research, Research Process.
- **Research Designs:** Exploratory, Descriptive and Experimental Research Designs.
- **Exploratory Research Designs:** Qualitative Techniques, Secondary Data Analysis, Experience Survey, Focus Groups, Depth Interview, Projective Techniques.
- **Descriptive Research Designs:** Survey and Observation Methods.

Section B

- **Experimental Research Designs:** Internal and External Validity in Experimentation, Basic Designs-After only, Before-After, After only with Control Group, Before-After with Control Group, Time Series Designs.
- **Measurement:** Concepts, Levels- Nominal, Ordinal, Interval and Rating Scale, Measurement Errors.
- **Scaling Designs:** Comparative and Non- Comparative Scaling Techniques.

Section C

- **Questionnaire** and Questionnaire Design Process
- **Sampling Design:** Steps in Sampling Design;

Probability Sampling Methods- Simple Random Sampling, Multistage Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling.

∩ **Non-Probability Sampling Methods-** Convenience Sampling, Judgement Sampling, Snowball Sampling Quota Sampling; Sampling and Non-Sampling Errors

Section D

Correlation and Regression : Concept, Assumption, violation of Assumption, Interpretation of Results.

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., “Business Research Methods”, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics”, Pearson Education, New Delhi.
3. Bryman, Alan and Bell, Emma, “Business Research Methods” Oxford University Press, New Delhi.
4. Bajpai, Naval, “Business Research Methods”, Pearson Publications, New Delhi.
5. Chawla, Deepak and Sondhi, Neena, “Research Methodology: Concepts and Cases”, Vikas Publication House, Noida
6. RajendarNargundkar, Marketing Research : Text and Cases, Tata McGraw Hill Publishers, New Delhi, Fourth Edition, 2006.
7. Hair Joseph F., Multivariate Data Analysis, Pearson Education, Prentice Hall, 2006.
8. Naresh K. Malhotra, Marketing Research : Application to Contemporary Issues with SPSS, Pearson Education, Prentice Hall, First Edition, 2008.

DCL-625: Human Resource Management in Cooperatives

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section – A

- **Human Resource Management (HRM):** Meaning, Functions, Contemporary HRM Perspectives, Evolution of HRM, Goals of HRM, Setting/Structuring of HRM.
- **The Competitive Environment for HRM;** Corporate, Business and Functional Strategies; Human Resource Strategy Formulation; Interpersonal Processes and Strategy Implementation.

Section – B

- **Human Resource Planning (HRP):** Meaning, Process, Methods of HRP; Corporate Strategy and HRP, Economic Based Decisions and HRP: Unemployment Rates, Market Wage Rates and Human Capital Investments.
- **Job Analysis:** Meaning and Objective, Process: Job Analysis Techniques, Job Description and Job Specifications, Job Redesign, Employee Empowerment; Alternative Work Arrangements – Alternative Work Schedules and Alternative Work Sites.
- **Employee Recruitment:** Meaning and Factors governing Recruitment, Internal Recruiting and External Recruiting, Methods of Internal and External Recruiting; Internship, Realistic Job Previews.
- **Employee Selection:** Selection Process – Steps in Selection, Basic Selection Criteria; Selection Techniques – Applications and Background Checks, Employment Tests, Work Simulations, Personal Interviews, References and Recommendations, Assessment Centers
- Orientation, Induction, On boarding and Placement.

Section – C

- **Training and Development:** Meaning and Comparing with Learning and Education, Process of Training and Development: Identification of Training and Development Needs, Training Goals, Decision about in-house versus Outsourced Training, Methods of Training; Mentoring/Coaching, Management Development; Training Evaluation.
- **Performance Appraisals:** Meaning, Importance, Goals; Performance Appraisal Process – Role of the Organization, Role of the Rater, Role of the Ratee, Who Performs Performance Appraisal, What get Rated, Who should be Rated; Methods of Performance Appraisal; Balance Score Card Framework; Other issues – Rating Errors, Contextual Performance, Evaluating the Performance Appraisal Process; Performance Management and Feedback – Performance Management Techniques; Enhancing Performance at different levels.
- **Career Management:** Meaning of a Career, Typology of Career System, Career Stages; HRM and Career Management: Organizational and Individual Perspectives on Careers, Importance of Career Planning; Career Interest Inventory; Career Development Issues and Challenges.

Section – D

- **Compensation and Employee Benefits:** Meaning, Purposes, Wages Vs Salaries, Components of Compensation, Strategic Options for Compensation, Determinants of Compensation Strategy; An overview of Executive Compensation; Job Evaluation: Meaning, and Methods of Job Evaluation; Wage and Salary Administration; Incentives and Performance based Rewards; Employee Benefits: Meaning, Purposes, Mandated and No mandated Benefits, Employee Benefit Programs in India.
- **Industrial Relations:** Meaning, Importance, Theoretical Perspectives on IRs, Role of Labour Unions in Organizations – Historical Development of Unions; Overview of Indian Industrial Relations; Trends in Unionization – Trends in Union Membership, Trends in Union-Management Relations; The Unionization Process – Why Employees Unionize, Steps in Unionization, Decertification of Unions; Labour Unions in the 21st Century.

Suggested Readings:

1. Angelo S. DeNisi, Ricky W. Griffin, Anita Sarkar, “HR – A South-Asian Perspective”, New Delhi, Cengage.
2. Dessler, Gary, “Human Resource Management”, New Delhi, Pearson Education Asia.
3. Durai, Pravin, “Human Resource Management,” New Delhi, Pearson.
4. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “HumanResource Management: Gaining a Competitive Advantage,” New Delhi, McGraw-Hill.
5. Mathis, Robert L. and Jackson, John H., “Human Resource Management,” NewDelhi,Thomson.
6. Gomez, Meja, Balkin, Cardy, “Managing Human Resources,” New Delhi, PearsonEducation.
7. Aswathappa, K., “Human Resource Management”, Text and Cases. New Delhi, TataMcGraw – Hill.

DCL-626: Financial Management for Cooperatives

Credits:4-0-0

Total Marks: 100

Mid Semester Marks: 20

End Semester Marks: 80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

Section-A

- Financial Management – An Overview, Scope of Financial Management; Objectives of Financial Management; Agency Problem; Organization of Finance Function and Emerging role of Finance Managers in India.
- Time Value of Money -Rationale; Techniques; Practical Applications of Compounding and Present Value Techniques.
- Risk and Return -Conceptual Framework of Risk and Return: Type of Risks.

Section-B

- Capital Budgeting – Principles and Techniques Nature of Capital Budgeting; Data Requirement; identifying Relevant Cash Flows; Evaluation Techniques
- Capital Budgeting –Project Selection under Capital Rationing; and Inflation and Capital Budgeting.
- Analysis of Risk and Uncertainty in Capital Budgeting, Description and Measurement of Risk; and Risk Evaluation Approaches.
- Concept and Measurement of Cost of Capital Importance and concept; Measurement of Specific Costs; Computation of Overall Cost of Capital.

Section-C

- Operating Leverage; Financial Leverage; and Combined Leverage.
- Capital Structure Cost of Capital and Valuation -Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; and Traditional Approach
- Designing Capital Structure -Profitability Aspect; Liquidity Aspect; Control; Leverage Ratios for other Firms in the Industry; Nature of Industry; Consultation and Investment Bankers and Lenders; Maintaining Maneuverability for Commercial Strategy; Timing of Issue; Characteristics of Company; Tax Planning;
- Dividend and Valuation -Irrelevance of Dividends; and Relevance of Dividends.
- Determinants of Dividends Policy -Factors; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural and Tax Aspects associated with Dividend Decision.

Section-D

- Sources of Finance –Long Term and Short Term
- Working Capital Management – An Overview: Nature of Working Capital; Planning of Working Capital; Computation of Working Capital.
- Management of Cash and Marketable Securities: Motives for Holding Cash; Objectives of Cash Management; Factors Determining Cash Needs; Basic Strategies of Cash Management; Cash Management Techniques / Processes; Marketable Securities
- Receivable Management: Objectives; Credit Policies; Credit Terms; and Collection Policies
- Inventory Management: Objectives and Techniques.

Software: All the practical questions will be solved on Excel sheet using various add-ons

Suggested Readings

1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi, 2017.
2. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi, 2018.
3. Chandra, Prasana: Financial Management; Tata McGraw Hill, New Delhi, 2017.
4. Brealey and Meyers: Principles of Corporate Finance; Tata McGraw Hill, New Delhi, 2008.
5. Keown, Martin, Petty and Scott (Jr): Financial Management; Principles and Applications; Prentice Hall of India, New Delhi, 2002.
6. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
7. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi, 2002.
8. Kishore Ravi, M: Financial Management; Taxman, 2006.